

# COUNCIL MEETING AGENDA

Strathfield Municipal Council

**Tuesday 10 April 2018**

6.30PM

Council Chambers

65 Homebush Road, Strathfield

## **OPEN FORUM**

Open Forum is held during each Council Meeting to enable any person to address Council without notice on any matter NOT included in the Agenda of the meeting.

Speakers must give their name and address and are permitted five minutes to address council.

Members of the public are not permitted to make personal comments concerning Councillors, staff or other members of the public or engage in disorderly or offensive conduct at a meeting. Unacceptable conduct may result in rescinding speaking rights or expulsion from the meeting.

All comments made in Open Forum are recorded.

## **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.*

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

*An audio recording of this meeting will be taken for minute taking purposes as authorised by the Local Government Act.*

*This meeting is live streamed on Council's website to allow the community to follow Council debates and decisions without the need to attend meetings in person. Members of the public attending or speaking at a meeting agree to have their image, voice and personal information (including name and address) recorded and publicly broadcast. Strathfield Council does not accept liability for any defamatory remarks or inappropriate comments that are made during the course of a meeting. Any part of the meeting that is held in closed session will not be streamed.*

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Nil

HENRY T WONG  
**GENERAL MANAGER**



# **MINUTES**

**Council Meeting**

**6 March 2018**

Minutes of the Council Meeting of Strathfield Municipal Council held on 6 March 2018, in the Council Chambers, 65 Homebush Road, Strathfield.

**COMMENCING:** 6.50PM

**PRESENT:** Mayor Gulian Vaccari  
Councillor Matthew Blackmore  
Councillor Antoine Doueihi  
Councillor Maryanne Duggan  
Councillor Nella Hall  
Councillor Stephanie Kokkolis  
Councillor Karen Pensabene

**STAFF:** Henry Wong, Acting General Manager  
Stephen Clements, Director Infrastructure, Development and Environment  
Anthony Hewton, Director Corporate and Human Services  
James Ng, Manager Administration  
Jenny Nascimento, Chief Financial Officer  
Colleen Alderton, Governance Coordinator

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

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

3. **PECUNIARY INTEREST /CONFLICT OF INTEREST**

Nil

4. **CONFIRMATION OF MINUTES**

25/18

**RESOLVED:** (Kokkolis / Duggan)

That the minutes of the Ordinary Council Meeting meeting held on 6 February 2018, 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.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

5. **ACKNOWLEDGEMENTS**

Nil

6. **APOLOGIES**

Nil

**7. DEFERRED/OUTSTANDING MATTERS AWAITING REPORT**

Nil

**8. PLANNING AND DEVELOPMENT MATTERS**

Nil

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

**9.1 Mayoral Minute 04/18 - Quarterly Garden Award**

I MOVE:

That Council:

- a. Reinstate its Strathfield Council Quarterly Garden Award commencing September 2018.
- b. The criteria, empaneling of judges and all associated logistics be delegated to the General Manager.
- c. That winners be presented with;
  - i. A framed certificate
  - ii. A \$50 voucher from an appropriate small business operating within the LGA
- d. That the presentation of the award be made at the following month's Ordinary Council meeting and that a standing item be introduced to the council agenda reflecting this.

**26/18**

**RESOLVED:** (Vaccari)

That Council:

- a. Reinstate its Strathfield Council Quarterly Garden Award commencing September 2018.
- b. The criteria, empaneling of judges and all associated logistics be delegated to the General Manager.
- c. That winners be presented with;
  - i. A framed certificate
  - ii. A \$100 voucher from an appropriate small business operating within the LGA
  - iii. That a photo of the winning garden be displayed in Council's Customer Service area and eNews provided that the winner consents.
- d. That the presentation of the award be made at the following month's Ordinary Council meeting and that a standing item be introduced to the council agenda reflecting this.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

## **9.2 Mayoral Minute 05/18 - Free Mulch for Residents**

I MOVE:

That Council provides the following:

- a. That Council provide two (2) appropriate pick up points for residents to access any excess tree mulch which Council produces from its activities.
- b. That this initiative be advertised on a regular basis in the Mayoral Column, eNews, and elsewhere as appropriate.

**27/18**

**RESOLVED:** (Vaccari)

That Council provides the following:

- a. That Council provide two (2) appropriate pick up points for residents to access any excess tree mulch which Council produces from its activities.
- b. That this initiative be advertised on a regular basis in the Mayoral Column, eNews, and elsewhere as appropriate.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

## **9.3 Mayoral Minute 06/18 - Clean Up Australia Day**

I MOVE:

That Council:

- a. Thank and congratulate the community who volunteered and did a wonderful job on Clean Up Australia Day in Strathfield last Sunday and at Austin Park in particular.
- b. Give a vote of appreciation to the Hon. Scott Farlow MLC for supporting and encouraging our community in their clean up effort.
- c. Note that I will write and thank individual volunteers personally for their civic work on Clean Up Australia Day.
- d. That Council notes the work of staff in coordinating and running the event, including on the actual day of the event (Sunday 4<sup>th</sup> March).

**28/18**

**RESOLVED:** (Vaccari)

That Council:

- a. Thank and congratulate the community who volunteered and did a wonderful job on Clean Up Australia Day in Strathfield last Sunday and at Austin Park in particular.
- b. Give a vote of appreciation to the Hon. Scott Farlow MLC for supporting and encouraging our community in their clean up effort.
- c. Note that I will write and thank individual volunteers personally for their civic work on Clean Up Australia Day.
- d. That Council notes the work of staff in coordinating and running the event, including on the actual day of the event (Sunday 4<sup>th</sup> March).

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **9.4 Mayoral Minute 07/18 - Amendment to the Strathfield Council Subdivision Planning Controls**

I MOVE THAT:

1. Council's subdivision code be amended to requiring the positive street frontage of any lots to be created by subdivision be at least 15.24m
2. This amendment only affect property in R2 zones
3. The amendment be publically exhibited for 28 days, and
4. A report is prepared for Council following public exhibition.

**29/18**

**RESOLVED:** (Vaccari)

1. That Council discuss at an upcoming workshop:
  - (i). Council's subdivision code being amended to requiring the positive street frontage of any lots to be created by subdivision be at least 15.24m
  - (ii). The amendment only affect property in R2 zones
2. Amendments be publically exhibited for 28 days.
3. A report be prepared for Council following public exhibition.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **9.5 Mayoral Minute 08/18 - Street Waste and Access Issues In Courallie Avenue Precinct**

I MOVE:

1. That Council re-establishes a collaborative working party to deal with litter, waste and access issues in the area bounded by Centenary Park, Parramatta Road, Flemington Markets and Arthur Street.

2. That members of the working party include but not be limited to
  - a. Representatives from Flemington Markets
  - b. Residents from the Courallie Ave precinct
  - c. Representatives from the Richmond Rd Industrial precinct
  - d. Representatives from RMS
3. That the Terms of Reference of the Working Party specifically include Council's desire for the east/west pedestrian tunnel to be kept open.

**30/18**

**RESOLVED:** (Vaccari)

1. That Council re-establishes a collaborative working party to deal with litter, waste and access issues in the area bounded by Centenary Park, Parramatta Road, Flemington Markets and Arthur Street.
2. That members of the working party include but not be limited to:
  - a. Representatives from Flemington Markets
  - b. Residents from the Courallie Ave precinct
  - c. Representatives from the Richmond Rd Industrial precinct
  - d. Representatives from RMS
  - e. All interested Councillors
3. That the Terms of Reference of the Working Party specifically include Council's desire for the east/west pedestrian tunnel to be kept open.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

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

Nil

**11. REPORTS FROM COMMITTEES**

**11.1 Minutes of Traffic Committee Meeting 20 February 2018**

**31/18**

**RESOLVED:** (Hall / Kokkolis)

That the minutes of the Traffic Committee Meeting held on 20 February 2018 be noted and the recommendations (if any) be adopted with the following amendment:

**9.11 Courallie Avenue Precinct – Line Marking**

*Councillor Vaccari had received concerns from the residents about the existing condition of line marking on Courallie Avenue, Marlborough Road, Mandemar Road and Telopea Avenue . It was advised that the line marking have faded and to reinstate the marking as a matter of urgency.*

**RECOMMENDATION**

*That the delineation lines on Courallie Avenue, Marlborough Road, Mandemar Avenue and*

*Telopea Avenue be remarked/reinstated.*

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

## **12. MOTIONS PURSUANT TO NOTICE**

### **12.1 Rescission Motion - Toilet Facility at Chain of Ponds Reserve, Cave Road – Councillors Hall, Doueihi and Pensabene**

WE MOVE:

That the Council's decision of 6 February 2018 in respect of Notice of Motion 12.11 – Toilet Facility at Chain of Ponds Reserve, Cave Road, be and is hereby rescinded.

"16/18

*RESOLVED: (Hall / Pensabene)*

*That Council investigate and report on the feasibility and demand for a public toilet facility in the Chain of Ponds Reserve, Cave Road vicinity, given its usage as a pit stop for cyclists and the burden that this places on local shops to provide toilet facilities."*

**32/18**

**RESOLVED:** (Hall / Pensabene / Doueihi)

That the Council's decision of 6 February 2018 in respect of Notice of Motion 12.11 – Toilet Facility at Chain of Ponds Reserve, Cave Road, be and is hereby rescinded.

"16/18

**RESOLVED:** (Hall / Pensabene)

That Council investigate and report on the feasibility and demand for a public toilet facility in the Chain of Ponds Reserve, Cave Road vicinity, given its usage as a pit stop for cyclists and the burden that this places on local shops to provide toilet facilities."

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

### **12.2 Improving Recycling – Councillor Blackmore**

I MOVE THAT:

1. A report be provided to the April Ordinary Council meeting in relation to:

- a) Strathfield Council providing quarterly Drop Off Point/s for large cardboard boxes and soft recyclable plastic packaging.
- b) Strathfield Council becoming a host for the Return and Earn scheme.

2. The report should include but not limited to suitable locations, benefits to the community, any rebates/grants council can receive and what discount on our recycling waste charges council will get if any due to the introduction of the return and earn scheme.

**33/18**

**RESOLVED:** (Blackmore / Kokkolis)

That:

1. A report be provided to the April Ordinary Council meeting in relation to:
  - a) Strathfield Council providing quarterly Drop Off Point/s for large cardboard boxes and soft recyclable plastic packaging.
  - b) The feasibility placing the cardboard recycling and packaging drop off and EPA Chemical Clean Out Day on the waste calendar.
2. The report should include but not limited to suitable locations, benefits to the community, any rebates/grants council can receive and what discount on our recycling waste charges council will get if any due to the introduction of the return and earn scheme.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

### **12.3 Friends of Strathfield & High Street Library Group – Councillor Duggan**

I MOVE THAT:

1. A report be provided to Council before the end of April 2018 on establishing a “Friends of Strathfield & High Street Library” group and that the report include the following:
  - Background on the potential benefit to council and community
  - An outline of what other councils do to support activities in this area
  - Steps which would be required to support the establishment of such a group
  - Ongoing resources required to support such a group e.g. promotional material, suitable meeting space, administration support and (reasonable) costs incurred
2. The established group be involved in writing its Charter.

**34/18**

**RESOLVED:** (Duggan / Pensabene)

THAT:

1. A report be provided to Council at the May 2018 Ordinary Council Meeting on establishing a “Friends of Strathfield & High Street Library” group and that the report include the following:
  - Background on the potential benefit to council and community
  - An outline of what other councils do to support activities in this area



- Steps which would be required to support the establishment of such a group
- Ongoing resources required to support such a group e.g. promotional material, suitable meeting space, administration support and (reasonable) costs incurred

2. The established group be involved in writing its charter.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **12.4 Landscape Gardening – Councillor Hall**

I MOVE:

That Council investigate and report on a rollout of potential landscape gardening for the beautification of the following LGA Precincts:

- Water St (Bridge) South Strathfield
- Dean St South Strathfield
- Cave Road – Shopping Precinct
- Industrial areas of Cosgrove Road and Madeline Street.

**35/18**

**RESOLVED:** (Hall / Blackmore)

That Council investigate and report on a rollout of potential landscape gardening for the beautification of the following LGA Precincts:

- Water St (Bridge) South Strathfield
- Dean St South Strathfield
- Cave Road – Shopping Precinct
- Industrial areas of Cosgrove Road and Madeline Street.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **12.5 Improving Streetscapes Near Homebush Station – Councillor Blackmore**

I MOVE:

That Council provide a report to the April 2018 Ordinary Council Meeting in relation to:

- a) The provision of additional regularly serviced rubbish and recycling bins along The Crescent and Loftus Crescent, Homebush within 100 metres of the Station entry & exits.
- b) An increase in frequency of street cleaning services in Burlington Road, The Crescent, Loftus Crescent and Station Streets, Homebush to weekly.

- c) Council providing educational information to residents about the potential fines for illegal dumping and the clean up services available to residents.
- d) Council's enforcement capability to Strata Corporations for breaches by residents within a strata block for breaches in front of their Strata block.
- e) Provision of temporary CCTV cameras.

**36/18**

**RESOLVED:** (Blackmore / Vaccari)

That Council provide a report to the April 2018 Ordinary Council Meeting in relation to:

- a) The provision of additional regularly serviced rubbish and recycling bins along The Crescent and Loftus Crescent, Homebush within 100 metres of the Station entry & exits.
- b) An increase in frequency of street cleaning services in Burlington Road, between Homebush Road and Meredith Street and Homebush Road between The Crescent and Abbotsford Road to weekly.
- c) Council providing educational information to residents about the potential fines for illegal dumping and the clean up services available to residents.
- d) Council's enforcement capability to Strata Corporations for breaches by residents within a strata block for breaches in front of their Strata block.
- e) Provision of temporary CCTV cameras.
- f) That educational Street Stalls be included in the report.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **12.6 Protection of Residential Areas From the Impacts of Industrial Adjacent Land Use – Councillors Blackmore and Hall**

I MOVE THAT:

1. Council prepares a report for the July 2018 Ordinary Council Meeting in relation to steps Council can take, such as land use review, to protect residential areas from adverse impacts of adjacent industrial land use.
2. The report to include but not limited to benefits to the community, appropriate zoning mix to minimise loss of employment land and the detailed process that needs to be followed.

**37/18**

**RESOLVED:** (Blackmore / Pensabene)

THAT:

1. Council prepares a report for the July 2018 Ordinary Council Meeting in relation to steps Council can take, such as land use review, to protect residential areas from adverse impacts

of adjacent industrial land use.

2. The report to include but not limited to benefits to the community, appropriate zoning mix to minimise loss of employment land and the detailed process that needs to be followed.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

## **12.7 Introduction of a Intra-Commuter Service – Councillors Hall and Pensabene**

I MOVE:

That a feasibility report be prepared on the introduction of a reliable, frequent, hail and ride Intra-commuter service that will encourage our residents to shift from single occupancy car journeys, and improve access for residents with limited mobility travelling to local centres, schools, and inter regional transport nodes.

**38/18**

**RESOLVED:** (Hall / Pensabene)

1. That a feasibility report be prepared on the introduction of a reliable, frequent, hail and ride Intra-commuter service that will encourage our residents to shift from single occupancy car journeys, and improve access for residents with limited mobility travelling to local centres, schools, and inter regional transport nodes.
2. That the report take into account the whole Strathfield LGA.
3. That the report also consider a service that complements the existing service by the ACU.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

## **12.8 Community Gardens for Homebush West Area – Councillor Blackmore**

I MOVE THAT:

1. A report be provided to the June 2018 Ordinary Council Meeting on the establishment of two (2) Community Gardens in the Homebush West area in the Strathfield LGA.
2. The report should include, but not limited to, cost of establishing the gardens, suitable locations and usage of the Elva Street community garden.

**39/18**

**RESOLVED:** (Blackmore / Kokkolis)

THAT:

1. A report be provided to the June 2018 Ordinary Council Meeting on the establishment of two (2) Community Gardens in the Homebush West area in the Strathfield LGA.

2. The report should include, but not limited to, cost of establishing the gardens, suitable locations and usage of the Elva Street community garden.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

### **13. GENERAL BUSINESS**

#### **CS1 HSC Art Exhibition 2018**

**40/18**

**RESOLVED:** (Pensabene / Kokkolis)

1. That Council note the success of the HSC Art Exhibition 2017, and thanks all staff who contributed to making the event a success.
2. That Council endorse continuation of the HSC Art Exhibition in 2018 to be held from 29 November- 4 December 2018.
3. That funds of \$15,000 be considered for allocation in the 2018/19 budget for this purpose.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **CS2 Investment Report as at 31 January 2018**

Discussion took place in regard to Bendigo Bank and Cr NellaHall declared a Pecuniary Interest, vacated the meeting room at 7.52pm and took no part in discussion or voting on the matter.

**41/18**

**RESOLVED:** (Pensabene / Duggan)

That the record of cash investments as at 31 January 2018 noted.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

Cr Nella Hall returned to the meeting, the time being 7.57PM.

#### **CS3 Quarterly Budget Review as at 31 December 2017**

**42/18**

**RESOLVED:** (Pensabene / Hall)

1. That the Budget Review Statement as at 31 December 2017 be received and adopted.
2. That Council hold a Quarterly Budget Review Workshop each quarter before adoption of the report.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **CS4 Code of Meeting Practice**

**43/18**

**RESOLVED:** (Pensabene / Blackmore)

That the draft amendments to the Code of Meeting Practice be adopted.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **CS5 Current Status of Council Resolutions**

**44/18**

**RESOLVED:** (Kokkolis / Blackmore)

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

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **CS6 Shared Internal Audit Services**

**45/18**

**RESOLVED:** (Blackmore / Kokkolis)

That Council seek to enter into a shared internal audit services agreement with Ku-ring-gai, North Sydney, Mosman, Lane Cove, Hunters Hill, and any other interested Councils.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **CS7 Change of Council Meeting Date**

**46/18**

**RESOLVED:** (Doueihi / Pensabene)

That the Council meeting of 3 April 2018 be postponed to be held on the 10 April 2018.

For the Motion: Councillors Doueihi, Duggan, Hall and Pensabene

Against the Motion: Councillors Blackmore, Kokkolis and Vaccari

The Mayor declared the Motion Carried.

**ID1 Improvements to Strathfield Park**

**47/18**

**RESOLVED:** (Blackmore / Kokkolis)

That Council note the report regarding lighting, signage and fencing around Strathfield Park.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

**ID2 Cricket Practice Nets**

**48/18**

**RESOLVED:** (Blackmore / Pensabene)

1. That Council note this report and allocate funding from Section 94 for the installation of Cricket Practice Nets at Bressington Park, Cooke Park and Freshwater Park.
2. That Council also consider the installation of Cricket Practice Nets at Bark Huts Reserve.
3. That Council provide by way of public exhibition an opportunity for resident feedback on the installation of Cricket Practice Nets at Bark Huts Reserve.

For the Motion: Councillors Blackmore, Hall, Kokkolis and Vaccari

Against the Motion: Councillors Doueihi, Duggan and Pensabene

The Mayor declared the Motion Carried.

**ID3 Eastern end of the Crescent Beautification**

**49/18**

**RESOLVED:** (Hall / Pensabene)

That Council note and endorse the actions undertaken by the relevant Council Service teams.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

**ID4 Tree Canopy Policy**

**50/18**

**RESOLVED:** (Hall / Kokkolis)

1. That the draft Tree Canopy Policy be adopted.
2. That Council seek once more an urgent meeting with Ausgrid to discuss its tree trimming

policy.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **ID5 Powells Creek Bike and Walking Track**

**51/18**

**RESOLVED:** (Vaccari / Hall)

1. That the continuity for extending the Cycleway from Parramatta Road to Strathfield Station be further investigated.
2. That a further report be provided to a Councillor workshop.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **ID6 Parramatta Road Urban Design DCP**

**52/18**

**RESOLVED:** (Kokkolis / Blackmore)

1. That Council prepare an amendment to the Strathfield Development Control Plan No 20 – Parramatta Road Corridor Area which includes the principles and key design outcomes as identified in the Urban Design Study prepared by consultants.
2. That the amendment to the Strathfield Development Control Plan No 20 – Parramatta Road Corridor Area be prepared for public exhibition.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

#### **ID7 Draft Biosecurity Policy (Weeds)**

**53/18**

**RESOLVED:** (Pensabene / Kokkolis)

That the draft Biosecurity Policy (Weeds) be adopted.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

**ID8 ACU Green Travel Plan and ACU v Minister for Planning & Infrastructure and ANOR**

In accordance with Council's Code of Meeting Practice, Mr Harry Touma and Mr Konstantin Bosnic addressed the meeting.

**54/18**

**RESOLVED:** (Hall / Pensabene)

1. That Council receive and note the report.

2. That the RPS for the ACU Precinct be referred to a Councillor workshop.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

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

**55/18**

**RESOLVED:** (Duggan / Pensabene)

That pursuant to Clause 241 of the Local Government (General) Regulation 2005 the following matter be dealt with as it is considered to be of great urgency.

1. Motion Councillor Duggan – Proposed Development at the Old Homebush Theatre and Adjacent Sites

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

The Mayor ruled that the matter was of great urgency.

**1. Proposed Development at the Old Homebush Theatre and Adjacent Sites**

I MOVE:

- 1) In consultation with the Governing Body Council write to the NSW Planning Minister and Sydney Eastern City Planning Panel and:
  - a) Outline our concerns regarding the change of height and density currently being requested by property developers operating in the Parramatta Rd corridor.
  - b) Note that the new heights being proposed set a precedent for the area.
  - c) Request that current maximum height level and floor space ratio be maintained until such time as the full impact of this change in height and density in the Parramatta Rd corridor can be considered.
  - d) Request that a whole of precinct plan be developed which would consider all the potential developments being proposed along the Homebush corridor of Parramatta road and the impact on: traffic congestion, solar access, Westconnex ventilation tower, local schools,



public transport system, waste services, air pollution, water services etc.

- e) Advise there is significant concern regarding the current rate of development in this precinct and likely impact on our community .

2) Council promote and convene an urgent resident forum/Q&A in the Strathfield Town Hall to:

- a) enable residents to be fully informed of the property developments/high density currently being proposed in the Parramatta Rd, Homebush precinct.
- b) explain to residents the planning process and council involvement / versus NSW Government involvement via Planning Panels.
- c) facilitate a Q & A session for residents .
- d) capture resident feedback regarding over-development in our area.
- e) invite residents to further workshop the council's approach to overdevelopment in smaller working groups to be held at Strathfield Library.

**56/18**

**RESOLVED:** (Duggan / Pensabene)

1) In consultation with the Governing Body Council write to the NSW Planning Minister and Sydney Eastern City Planning Panel and:

- a) Outline our concerns regarding the change of height and density currently being requested by property developers operating in the Parramatta Rd corridor.
- b) Note that the new heights being proposed set a precedent for the area.
- c) Request that current maximum height level and floor space ratio be maintained until such time as the full impact of this change in height and density in the Parramatta Rd corridor can be considered.
- d) Request that a whole of precinct plan be developed which would consider all the potential developments being proposed along the Homebush corridor of Parramatta road and the impact on: traffic congestion, solar access, Westconnex ventilation tower, local schools, public transport system, waste services, air pollution, water services etc.
- e) Advise there is significant concern regarding the current rate of development in this precinct and likely impact on our community.

2) Council promote and convene an urgent resident forum/Q&A in the Strathfield Town Hall to:

- a) enable residents to be fully informed of the property developments/high density currently being proposed in the Parramatta Rd, Homebush precinct.
- b) explain to residents the planning process and council involvement / versus NSW Government involvement via Planning Panels.
- c) facilitate a Q & A session for residents.

- d) capture resident feedback regarding over-development in our area.
- e) invite residents to further workshop the council's approach to overdevelopment in smaller working groups to be held at Strathfield Library.

For the Motion: Councillors Blackmore, Doueihi, Duggan, Hall, Kokkolis, Pensabene and Vaccari

Against the Motion: Nil

## 15. CLOSED SESSION

Nil

**THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 9.47PM.**

The foregoing Minutes were confirmed at the meeting of the Council of the Municipality of Strathfield on 10 April 2018.

Chairman\_\_\_\_\_

General Manager\_\_\_\_\_

**10.1 MAYORAL MINUTE NO. 09/18 - ANZ STADIUM**

**AUTHOR:** Gulian Vaccari, Mayor

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**I MOVE THAT:**

1. Council write to the NSW State Premier, Gladys Berejiklian and the Sports Minister, Stuart Ayers, indicating Council's support for the state government's announcement that ANZ Stadium at Olympic Park, will now be refurbished and not demolished as previously proposed.
2. The correspondence includes a restatement of council's position that any funds saved from not demolishing the stadium should be allocated to local infrastructure priorities within a 10km radius of the stadium.

**RECOMMENDATION**

***That:***

1. ***Council write to the NSW State Premier, Gladys Berejiklian and the Sports Minister, Stuart Ayers, indicating Council's support for the state government's announcement that ANZ Stadium at Olympic Park, will now be refurbished and not demolished as previously proposed.***
2. ***The correspondence includes a restatement of council's position that any funds saved from not demolishing the stadium should be allocated to local infrastructure priorities within a 10km radius of the stadium.***

**ATTACHMENTS**

There are no attachments for this report.

**13.1            REPORT FROM STRATHFIELD YOUTH ENGAGEMENT ADVISORY  
COMMITTEE MEETING 14 FEBRUARY 2018**

**AUTHOR:**        Yvonne Yun, Manager Community Services

**APPROVER:**    Anthony Hewton, Director Corporate and Human Services

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**RECOMMENDATION**

**That the minutes of the Strathfield Youth Engagement Committee meeting held on 14 February 2018 be noted and the recommendations (if any) be adopted.**

**ATTACHMENTS**

1. [!\[\]\(b7e1c8bc060ab2af8bc42ce81bfcf3c4\_img.jpg\)](#) Minutes of Strathfield Youth Engagement Advisory Committee Meeting 14 February 2018

# ATTACHMENT 1



# MINUTES

**Strathfield Youth Engagement  
Advisory Committee Meeting**

**14 February 2018**

**STRATHFIELD YOUTH ENGAGEMENT ADVISORY  
COMMITTEE MEETING - 14 FEBRUARY, 2018****MINUTES**

*Minutes of the Strathfield Youth Engagement Advisory Committee Meeting of Strathfield Municipal Council held on 14 February 2018, in the Council Offices, 65 Homebush Road, Strathfield.*

**COMMENCING:** 5.30pm

**PRESENT:**

- Cr Stephanie Kokkolis (Chair)
- Cr Karen Pensabene
- Cr Nella Hall

- Alicia Lieng
- Dharshini Sathyanarayanan
- Thanvi Gunti
- Jeremy Ellis
- Lawrence De Pellegrin
- Josie Seeto
- Shahi Uddin
- Neeraj Mirashi
- Wafa Wazir
- Jenna Ross
- Oliver Nicholls
- Zaki Ousmand
- Leon Rettie

**APOLOGIES:**

- Umar Khan
- Bassam Maaliki
- Ben Jorgensen
- Zain Ousmand

**STAFF:**

- Yvonne Yun, Manager Community Services

**1. Declaration of Pecuniary or Conflict of Interest**

The purpose of this item was explained to those present and after consideration, no pecuniary or conflicts of interest were declared.

**2. Welcome and Orientation**

Delivered by Chair, Cr. Stephanie Kokkolis and Yvonne Yun, Manager Community Services

**3. Review and Comment on Committee Terms of Reference**

All participants acknowledged that they had received and reviewed the Terms of Reference. No changes were discussed or requested.





STRATHFIELD YOUTH ENGAGEMENT ADVISORY  
COMMITTEE MEETING - 14 FEBRUARY, 2018

## MINUTES

### 4. Discussion of proposals for Youth Week 2018

The two events proposed by Council for Youth Week were discussed and the Committee has recommended changes to the "Fright Night" films. The films for screening selected by the Committee are:

Spiderman – Homecoming  
Pirates of the Caribbean – Dead Man's Chest

Other plans for this event were approved and include screening of the films in the order above, fancy dress, food and other arrangements. The Committee agreed that Council would need to have prior registration and hold parental permissions for film ratings in the case of younger youth.

With regard to the Battle of the Bands, the Committee discussed and agreed the following competition criteria:

1. Each entrant would need to have at least two songs in their repertoire. Once entries close, a program specifying repertoire size will be developed based on the number of entries.
2. Winners will be determined by audience on the night. Voting will be by the audience with a ballot being provided to each participant and ballots collected at the end of the evening. The majority vote will be declared the winner.
3. All material performed must not contain any explicit or offensive language and may not contain any discriminatory comment.
4. A band will be made up of no less than two performers.

The objective of the competition is to provide youth either residing in or attending school in the Strathfield LGA with an opportunity to perform. Preference will therefore be given to those qualifying as attached to the Strathfield LGA. Only if entry is low will entries from bands not linked to the LGA be included.

The Committee endorsed the award of a short recording session for the winning band.

### 5. Discussion regarding White Ribbon Day 2018

Deferred to next meeting.

### 6. General Business

Damage to artwork in Fitzgerald Park was tabled and the Committee will consider adopting Renewal of this park as a project for this year. Matter to be discussed at next meeting.

Meeting closed at 6.49pm.

Next Meeting 16 May 2018.

**13.2            REPORT FROM TRAFFIC COMMITTEE MEETING 20 MARCH 2018**

**AUTHOR:**        Satwinder Saini, Principal Engineer/Traffic Management

**APPROVER:**    Gordon Malesevic, Acting Manager Infrastructure Development & Works  
Manager

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**RECOMMENDATION**

*That the minutes of the Traffic Committee Meeting held on 20 March 2018 be noted and the recommendations (if any) be adopted.*

**ATTACHMENTS**

1. [!\[\]\(97faa0168e491544be255cfcab218e9b\_img.jpg\)](#) Minutes of Traffic Committee Meeting 20 March 2018

# ATTACHMENT 1



# MINUTES

**Traffic Committee Meeting**

**20 March 2018**

**MINUTES**

Minutes of the Traffic Committee Meeting of Strathfield Municipal Council held on 20 March 2018, in the Main Building Meeting Room, 65 Homebush Road, Strathfield.

**COMMENCING:** 11.34AM

<b>PRESENT:</b>	Councilor Gulian Vaccari	Chairperson and Mayor, SMC
	Councilor Nella Hall	Deputy Mayor
	Mr. Matthew Blackmore	Councilor
	Ms. Karen Pensabene	Councilor
	Mr. Kristian Calcagno	Roads and Maritime Services

**ALSO IN ATTENDANCE:**

Mr. Gordon Malesevic	Infrastructure Planning Manager SMC
Ms. Satwinder Saini	Principal Engineer/Traffic Management
Ms. Dhivya Gnanavelu	Traffic Investigations Officer

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

Ms. Stephanie Kokkolis	Councilor
Ms. Jacqui Thorburn	Representing Member for Strathfield
Mr. Rabih Bekdache	State Transit Authority
Sgt. Valerie Wagstaff	NSW Police Service

**3. DECLARATIONS OF INTEREST**

Councilor Vaccari declared conflict of interest on Item 9.3: Oxford Road – Parking Restriction.

**4. CONFIRMATION OF MINUTES****RECOMMENDATION**

That the minutes of the Traffic Committee Meeting meeting held on 20 February 2018, 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

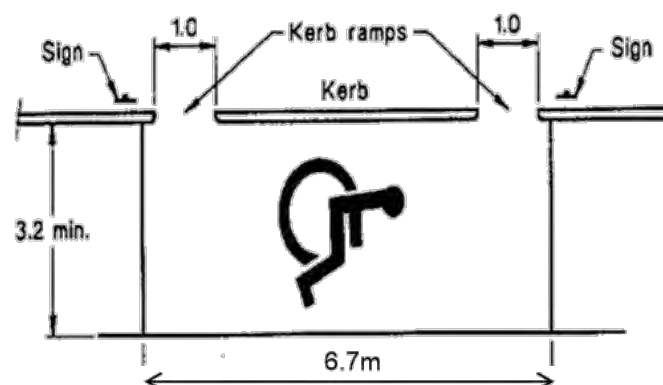
**6. REPORTS****6.1 Mitchell Road - Disability Parking**

Council received a request from the Ukrainian Autocephalic Orthodox Church located at the corner of Arthur Street and Mitchell road to provide Disability parking space immediately adjacent to the Church. It was stated that residents tend to park on a daily basis in Mitchell Road adjacent to the church. The entrance to the Hudson park is located opposite to the church and when sporting events occur on weekends, vehicles are parked in front of the church and creating a hindrance to the people accessing the church specifically for the people with disability stickers.



Council officers investigated the location to access an appropriate location for a disability parking space for providing an unrestricted parking opportunity for the people with disabilities. Mitchell Road is a 11.5m wide local street with unrestricted parking on both kerb alignment. Hudson Park is located along the western kerb alignment of Mitchell Road and the church is located at the corner of Arthur Street and Mitchell Road along the eastern kerb alignment. It is therefore proposed to provide a disability parking space adjacent to the entrance of the church on Mitchell Road along the eastern kerb alignment, 12m south of Driveway to Church so as to comply with the standard AS 2890.5:1993 On Street Car Parking.

*It was discussed further that no consultation is required for providing a disability parking space on Mitchell Road as this proposal doesn't have any impact on the surrounds of the church and will assist the community with an increased parking opportunity for the people with disabilities.*



**RECOMMENDATION**

1. That a 3.2m wide disability parking space be provided for a length of 6.7m, 12m south of driveway to Church along the eastern kerb alignment of Mitchell Road with two 1.0m wide kerb ramps as detailed below.
2. That disability parking sign (R) (R5-1-3) at a distance of 12m and disability parking sign (L) (R5-1-3) be installed at a distance of 18.7m from the driveway of the Church on Mitchell Road along the eastern kerb alignment.

*(Voting on this item was unanimous)*

**6.2 Intersection of Homebush Road/High Street - Community Sign**

Community Services division of Strathfield Council has requested for "High Street Library" community sign below the existing street sign at High Street.. The provision of this sign will not create any impact and will guide the road users to access the Library from Homebush Road. *Councilor Blackmore suggested to remove the name "High Street" from the guiding sign and provide the sign "Library" as the "High Street" street name sign exists above the proposed sign.*

**RECOMMENDATION**

1. That the double sided community sign "Library" (G5-13) be installed below the existing "High Street" street sign at the north western corner of High Street/Homebush Road intersection.

*(Voting on this item was unanimous)*



**6.3 Churchill Avenue - Parking Restriction**

Council has received concerns with existing parking provisions at the cul-de-sac end of Churchill Avenue. It was observed that the section of Churchill Avenue at the Cul-De-Sac, east of Elva Street has 2 hours restricted parking spaces along both kerb alignments excluding the "No Stopping" zone around the Cul-De-Sac.

The patrons of the commercial establishments around the Strathfield Square are using this section of road to park their vehicles in order to avoid the congested traffic around the Strathfield Square. Considering existing parking demand and turnover in the vicinity of the Strathfield square, it is appropriate to replace the existing 2hr parking restriction to 1hr parking restriction which will increase the parking turnover of existing parking spaces at this section of Churchill Avenue and provide increased parking opportunities for the patrons.

*Councilor Vaccari suggested to extend this proposal for all days including Saturdays and Sundays. It was decided to consult with the local residents for the extension of the proposed 1 hour parking restriction on Saturdays and Sundays.*

**RECOMMENDATION**

1. That the existing "2P-8AM-6PM Mon-Fri – Permit Holders Excepted Area 1" signs be replaced with "1P-8AM-6PM Mon-Fri – Permit Holders Excepted Area 1" signs on the section of Churchill Avenue at the Cul De Sac, east of Elva Street.
2. That the consultation be carried out with the local residents for extending the proposed 1 hour parking restriction on Saturdays and Sundays.

*(Voting on this item was unanimous)*



**6.4 Barker Road/Centenary Drive - Cycleway - Convex Mirror**

Council has received a request from bike users raising concerns about the blind spot on the cycleway from Centenary Drive leading onto Barker Road.

The cycleway is bi-directional with high walls on both sides. It was identified that due to the sharp bend and high walls around the corner of this cycleway, there is no visibility to the oncoming traffic. This risk can be minimized by providing convex mirror at pole located at the corner to aid in the visibility of oncoming cyclists in both the directions.

**RECOMMENDATION**

1. That a convex mirror be installed at the corner of Barker Road – Centenary Drive Cycleway on the existing pole.

*(Voting on this item was unanimous)*

**6.5 76-82 Courallie Avenue – Parking Review**

Council has received request to investigate the parking restrictions at 76-82 Courallie Avenue, Homebush. The current parking arrangements at the above mentioned location are "No Parking 3.00am - 11.00am Mon - Fri".

The above restrictions were discussed at the Traffic Committee Meeting of December 2011. The above restrictions were implemented at the request of Council's then Waste Management Supervisor to facilitate garbage collection and manoeuvring of garbage trucks at the cul-de-sac. The conditions of this street have since changed and cul-de-sac at the end of this street has been removed and converted as an access way to the development at Centenary Park.



**Courallie Avenue – Back in 2011**



**Courallie Avenue – Present Condition**



## MINUTES

The garbage collection for 72-76 and 80-82 Courallie Avenue occurs on every Monday of the week and the waste collection adjacent to 84 Courallie Avenue takes place 3 days a week. As such, changing the parking restriction to "No Parking 12.00am - 11.00am Mon" will have no impact on the waste collection procedure and the signs will therefore align with the signs on remainder of Courallie Avenue. This will return almost 4 parking spaces to be used for much longer duration than currently existing on this portion of the street.

**RECOMMENDATION**

1. That the existing parking restrictions "No Parking 3.00am - 11.00am Mon - Fri" outside 76-82 Courallie Avenue be changed to "No Parking 12.00AM to 11AM - Monday"

*(Voting on this item was unanimous)*

**6.6 Rochester Street / Burlington Road - Intersection Upgrade**

Council has received requests to review the traffic facilities at the intersection of Rochester Street and Burlington Road. The new traffic calming devices and new raised pedestrian crossing were recently built in collaboration with Australian Government Black Spot program to address the safety issues. The selected met the RMS Standards and Guidelines.

Council officers developed three options for the treatment type that can be implemented at this intersection. Below table gives comparison on the gain/loss of parking and effectiveness of the treatments.

OPTION NUMBER	TREATMENT TYPE	PARKING LOSS/GAIN	EFFECTIVENESS
1.	ROUNABOUT	12	Roundabout is an effective option but it involves losing many of the much needed parking spots.
2.	RAISED THRESHOLD TREATMENT	12	Again, this treatment is effective but will result in unnecessary lowering down of vehicle speeds at the intersection and will generate unnecessary queuing in addition to the parking loss
3.	EXISTING TREATMENT	4	The existing treatment created a balance to optimise between the safety of this blackspot location and the parking. Optimum parking and safety has been achieved at this location and this project was funded under Blackspot Funding Scheme.

The as built design consumed 4 car spaces, where as a roundabout would have consumed the 4 plus extra 8 spots = 12 parking spaces and an entirely raised intersection threshold would have consumed 4 plus extra 8 spots = 12 parking spaces. With the above held information, Option 3 offers the most feasible arrangements in terms of safety and parking both.

*Councilor Nella Hall requested to explore further options for improving safety at this intersection and it was discussed to investigate further on the option of introducing No right turn from Burlington Road at the intersection of Burlington Road and Rochester Street on both approaches.*

**RECOMMENDATION**

1. That due to the potential further loss of parking spaces, no action be taken and the as built



works be monitored for the improved community safety.

2. That investigation be carried out for implementing No Right Turn from Burlington Road at the intersection of Burlington Road/Rochester Street on both approaches and a report be brought back to Traffic Committee.

*(Voting on this item was unanimous)*

#### **6.7 Smallwood Avenue – Access to Parramatta Road**

In Feb 2018 Traffic Committee meeting, it was resolved to analyze in detail the proposal to provide direct access to Parramatta Road from Smallwood Avenue by opening up the existing barrier at Smallwood Avenue that restricts the connectivity to Parramatta Road.



Smallwood Avenue is local road between Loftus Crescent and Parramatta Road with no direct access to Parramatta Road. The only way for the residents of Smallwood Avenue to reach Parramatta Road is through Bridge Road, potentially increasing the traffic congestion on Bridge Road. For assessing the traffic condition, directional traffic counts were conducted at the intersection Parramatta road/Bridge Road and Loftus Crescent/Bridge Road on Thursday (8/03/2018) during 7.30AM to 9.30AM and 4.30PM to 6.30PM and on Saturday (10/03/2018) during 10AM to 2PM in order to identify the typical weekend and weekday peak hour traffic. The summary of the traffic analysis are as follows

#### **Traffic Analysis Data - Weekday Peak Hour Traffic**

The peak hour volumes on Bridge Road approaching Parramatta Road are 623 vehs/hr and 426 vehs/hr during morning and evening peak period respectively. The peak hour volumes on Bridge Road approaching Loftus Crescent are 595 vehs/hr and 753 vehs/hr during morning and evening



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**MINUTES**

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peak period respectively. According to Guide to Traffic Generating Developments Version 2.2, the capacity of the collector street is recommended to be 500 vehs/hr in order to achieve the designed level of service of this road. The peak hour volume observed on Bridge road is exceeding the capacity of the road and it is under the congested zone.

It is necessary to increase the capacity of the road connecting Parramatta Road. As there is no scope for Bridge road to be widened to increase the capacity, Smallwood Avenue will be an alternative option to cater the increasing traffic flow to and from Parramatta Road. It can also be noted that around 60% of the traffic on Bridge Road approaching Parramatta Road is turning left and considering the traffic approaching Bridge road from Parramatta Road (turning right and turning left from Parramatta Road), around 30 to 40 % of traffic are left turning traffic from Parramatta Road.

The peak hour volumes on Loftus Crescent approaching Smallwood Avenue are found to be 219 vehs/hr and 262 vehs/hr during morning and evening peak period respectively. The peak hour volumes on Loftus Crescent approaching Bridge Road are found to be 192 vehs/hr and 201 vehs/hr during morning and evening peak period respectively. With the existing development on and their traffic generation, the prevailing traffic on Smallwood Avenue is less than capacity and will be able to accommodate addition traffic due to opening up the access with Parramatta Road. Also, proportions of traffic accessing Parramatta Road at all approaches are considerably high at the Intersection of Loftus Crescent and Bridge Road.

**Traffic Analysis Data - Weekend Peak Hour Traffic**

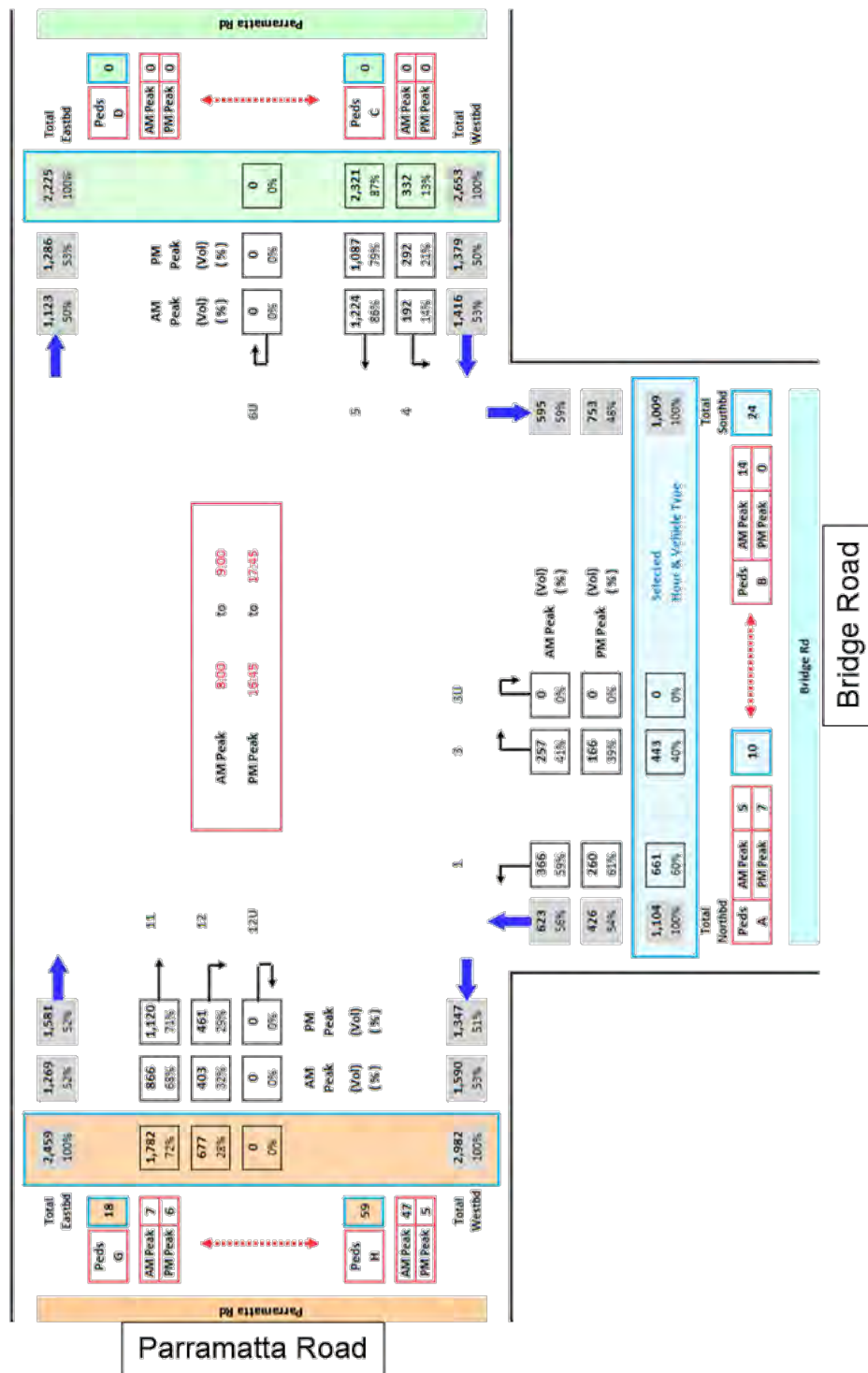
Weekday traffic, the peak hour volumes on Bridge Road approaching Parramatta Road are 546 vehs/hr and 653 vehs/hr during morning and evening peak period respectively. The peak hour volumes on Bridge Road approaching Loftus Crescent are 556 vehs/hr and 683 vehs/hr during morning and evening peak period respectively.

The traffic condition on Bridge road during weekend is also congested and almost similar to weekday traffic with the difference only in the peak hour duration. The peak hour durations during weekend is observed from 10.00AM to 11.00AM and 12.30PM to 1.30PM at the Intersection Bridge Road and Parramatta Road. Interestingly, it can be noted that the traffic on Smallwood Avenue/Loftus Crescent is relatively high in weekend compared to weekday traffic and is also less than capacity.

With the detailed analysis of traffic scenario on Bridge Road, it is inferred that it is appropriate to propose left in – left out access arrangement of Smallwood Avenue with Parramatta Road as major proportion of traffic on Bridge Road is catered by left in and left out traffic from and to Parramatta Road. Also, with the increased multi-unit developments on Smallwood Avenue, it is required to provide the direct access to Parramatta Road.

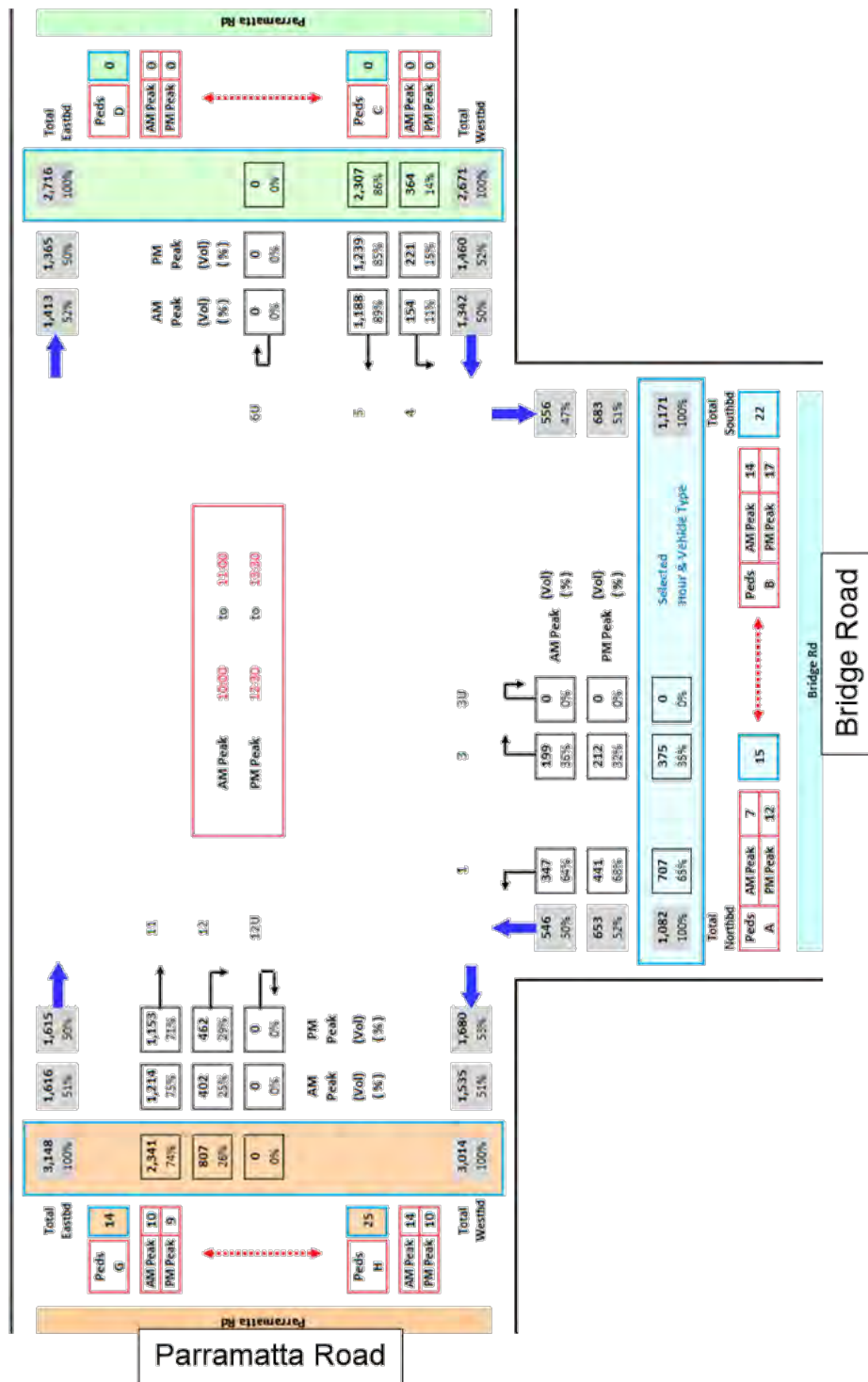
Considering the connectivity with Sydney Market after opening up the access on Smallwood Avenue, it is necessary to provide truck restriction on Smallwood Avenue in order to avoid the traffic accessing Sydney Market. The main purpose of this proposal is to increase the capacity of Collector Street connecting Parramatta Road so as to distribute the traffic generated from the LGA. It is therefore proposed to provide access only for the vehicles less than 6m/4t to access between Parramatta Road and Smallwood Avenue. *It was discussed to consult for the feedback on this proposal with the entire community through newspaper, Mayoral column, eNews, Social Media and Website of Strathfield council, VMS etc. apart from the consultation letter being distributed to the surrounding residents and consultation with Sydney Markets.*

**Intersection of Parramatta Rd/Bridge Rd – Weekday Peak Hour Summary**



Intersection of Parramatta Rd/Bridge Rd – Weekend Peak Hour Summary



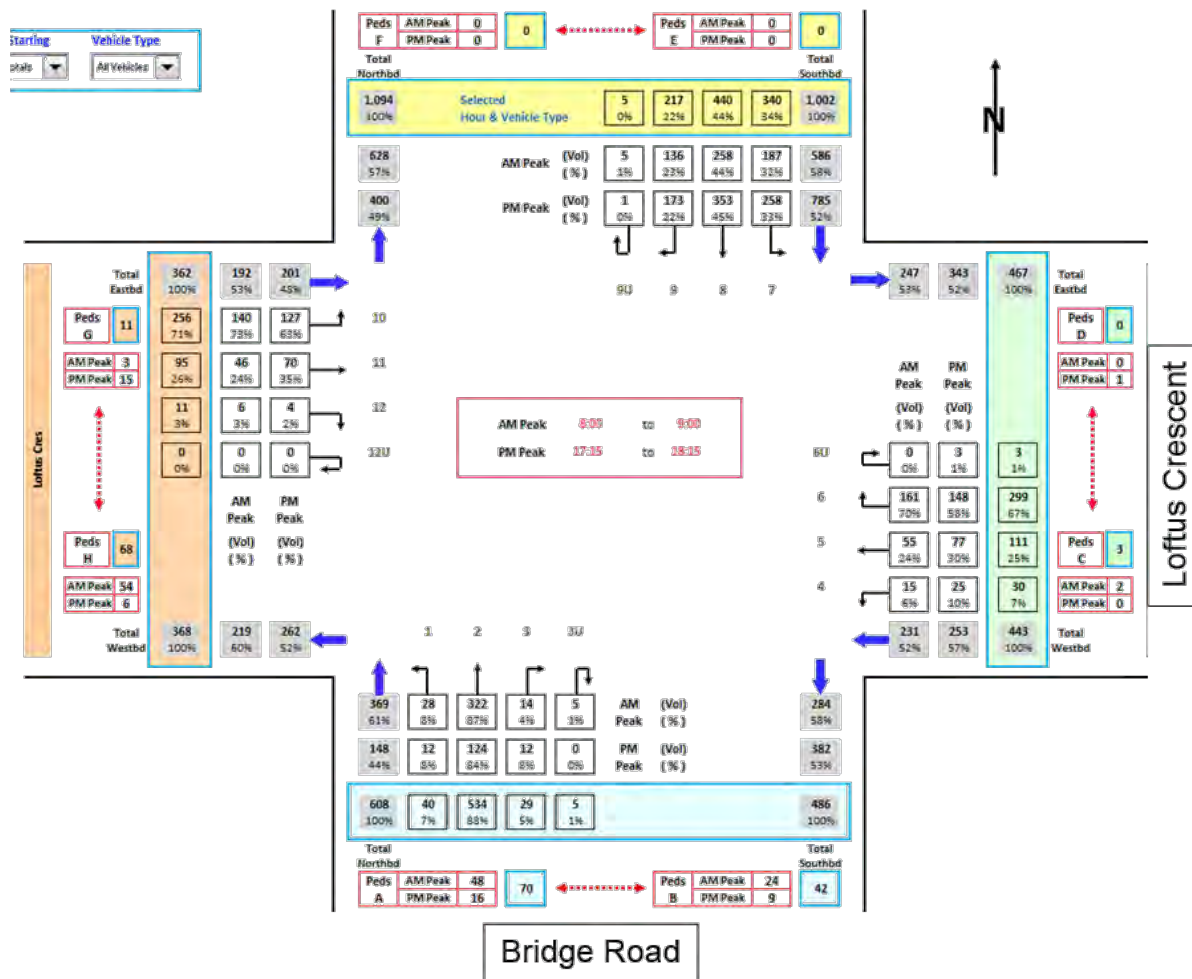


Intersection of Loftus Crescent/Bridge Rd – Weekday Peak Hour Summary



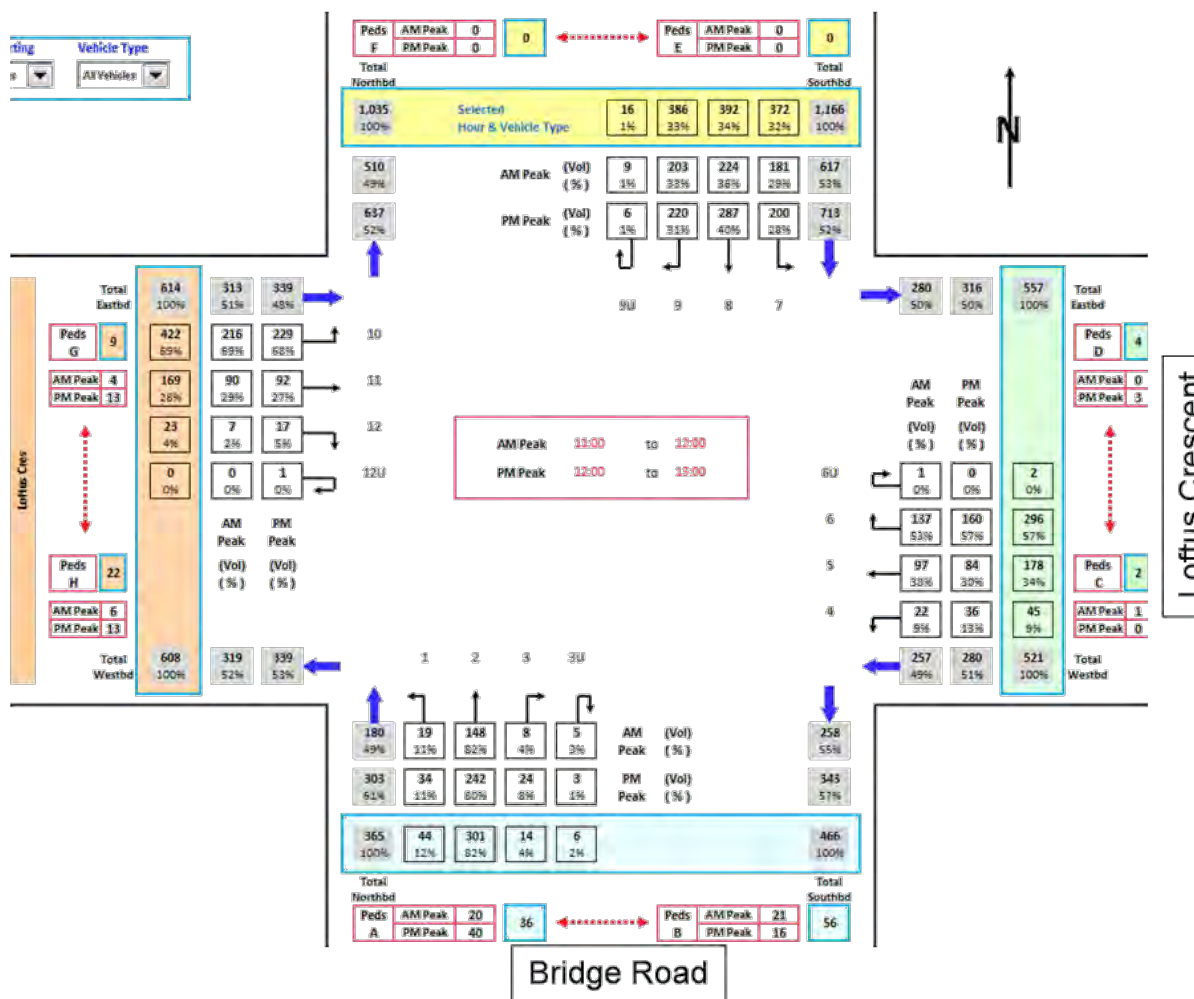
## TRAFFIC COMMITTEE MEETING - 20 MARCH 2018

## MINUTES



## Intersection of Loftus Crescent/Bridge Rd – Weekend Peak Hour Summary





## RECOMMENDATION

1. That the existing barrier be removed and the section of road north of Hudson Street be connected to Smallwood Avenue in order to provide access with Parramatta Road, subject to the satisfactory TMP being submitted to RMS.
2. Consultation with the community be carried out for the proposal of left-in left-out access arrangement with the restriction that vehicles more than 6m/4t are not allowed to enter Smallwood Avenue from Parramatta Road and Loftus Crescent.

(Voting on this item was unanimous)

## 6.8 Works Zone - 10-14 Smallwood Avenue

Council has received an application requesting a 24 metre 'Works Zone' at 10-14 Smallwood



## MINUTES

Avenue, Homebush. The development application (DA 2015/174) is for demolition of existing structures and construction of nine storey residential flat building comprising of nine 1 bedroom apartments, 42 double bedroom apartments and six 3 bedroom apartments over two levels of basement car parking. The total duration of construction activities for this development application is expected to be 18 months. 'Works Zone' application has been made for the duration of 4 weeks during demolition stage and it is expected to be extended during the remaining construction activities. The construction truck will access the site via the proposed driveway for the development.

The construction site is located on Smallwood Avenue which is 8m wide road with unrestricted parking along both kerb alignments. The works zone is proposed along the eastern kerb alignment of Smallwood Avenue in the frontage of the construction site. There are multiple construction activities occurring around this site including 25-29 Smallwood Avenue, 31-35 Smallwood Avenue, etc. which will have significant impact on the roads surrounding these developments due to the increase volume of truck traffic flow and it is required to monitor the area to ensure the public safety. Notwithstanding this, Council Officer has investigated the site and inferred that the provision of a 'Works Zone' at the location will not only facilitate the safety but is necessary to assist the loading and unloading activities for the construction.

**RECOMMENDATION**

1. That the "Works Zone 7AM - 5PM - Mon-Sat (R)" sign be installed south of driveway to 10 Smallwood Avenue along the eastern Kerb alignment of Smallwood Avenue.
2. That the "Works Zone 7AM - 5PM - Mon-Sat (R)" sign be installed at a distance of 24m south of driveway to 10 Smallwood Avenue along the eastern Kerb alignment of Smallwood Avenue.

*(Voting on this item was unanimous)*

**7. SPECIAL EVENTS**

Nil

**8. ROAD SAFETY**

Nil

**9. GENERAL BUSINESS****9.1 Wentworth Street - Traffic Speeding**

Council has received concerns from the residents of Wentworth Street, Greenacre on the safety issue due to speeding of vehicles on the street. Wentworth Street is a 9m wide local street connecting between Juno Parade and Drone Street with Cul-De-Sac at the end (Vehicular Access restricted with Belfrog Street). Council officers conducted traffic counts and analysed the results of the survey. The 85<sup>th</sup> percentile speed of the traffic in northbound direction is highest of 51 kmph and the volume of traffic is very low with peak hour flow of 52 vehicles/ hr in both directions.

Notwithstanding this, it was noted that there are few vehicles that travelled above 90 kmph on this local road that pose risk to the safety and amenity of the residents. It is therefore necessary to arrange for patrolling to monitor the road.

**RECOMMENDATION**

1. That this matter be forwarded to NSW Police for arranging increased patrol in this area.

*(Voting on this item was unanimous)*

**9.2 Laneway Perpendicular to Telopea Avenue - No Parking Restriction**

In Feb 2018 Traffic Committee Meeting, it was resolved (31/18) to extend the "No Parking" restriction onto the southern kerb alignment to ensure the unrestricted access to the driveway of the property along this road.

Following the concerns and complaints raised by the resident from 449 Liverpool Road, it is proposed to revert back to the existing parking arrangement.

*The Committee had a representation from the resident of this street, Mr. Brian Joseph McDonald from 449 Liverpool road, to raise his objection on the proposal of No parking restriction on the southern kerb alignment on the Laneway perpendicular to Telopea Avenue. He mentioned that the residents of 451 and 455 Liverpool road are also not in favour of the proposed No Parking Restriction. He emphasized that this lane is to serve the primary access for their properties as the vehicular accesses to their properties are restricted through Liverpool road. He expressed his concern on losing the parking spaces and also requested for any satisfactory proposal with their consultation for betterment of the existing situation.*

**RECOMMENDATION**

1. That this matter be reverted back to the existing parking arrangement and no action be taken.

*(Voting on this item was unanimous)*

**9.3 Oxford Road – Parking Restriction**

Council has received petition from the residents of Oxford Street requesting Parking restriction as





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**MINUTES**

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in other surrounding streets with a parking limit of half an hour. It was stated that all the streets around Strathfield council and Strathfield Town Centre exist with parking restriction with a limit of 1 to 2 hour which results in commuters parking their vehicles on Oxford Road for whole day. Councillor Vaccari declared conflict of interest as he resides on Oxford street.

*Council had a representation from the resident of Oxford Street, Mr. Devendra Kumar for raising concerns on the existing parking arrangement on oxford street. It was stated that the commuters and students of ACU are parking their vehicles for whole day on Oxford street as there are existing parking restriction on the surrounding streets. He requested to implement parking restriction on Oxford street for providing equal opportunities for their visitors parking. He also raised his concern on pedestrian safety at the intersection of Raw Square and Churchill Avenue.*

**RECOMMENDATION**

1. That this matter be investigated further.

*(Voting on this item was unanimous)*

**9.4 The Crescent – Parking arrangements along Homebush Station**

In Feb 2018 Traffic Committee, it was resolved (31/18) to reinstate the 1 hour parking arrangement at the existing 5 minutes parking opposite to Homebush station along the southern kerb alignment of The Crescent, west of pedestrian crossing, by coordinating with Transport for NSW and modifying the existing No stopping zone along northern kerb alignment to the east of pedestrian crossing.

*Council had a representation from the shopkeepers along The Crescent, Ms. Catriona Grant and Mr. Todd May from Animal Tracks, Veterinary Clinic to raise their concerns on the existing parking arrangements along the northern kerb alignment of The Crescent and to provide their suggestions to improve them. They mentioned that 15 spots had been permanently removed for the patrons between pedestrian crossing and the roundabout and requested for the increased parking opportunities for the people visiting the clinic. They questioned about the requirement of proposed 4 disability parking space and mail zone in the new parking arrangements which was opened recently. They expressed their preference on retaining the Bus zone at the existing parking spaces which was temporarily provided along northern kerb alignment east of pedestrian crossing towards the intersection of Homebush road and The Crescent.*

**RECOMMENDATION**

1. That this matter be investigated further.

*(Voting on this item was unanimous)*

**9.5 Newton Road – Traffic safety**

Council has received concerns from the residents of Newton Road between Wallis Avenue and South Road about the traffic safety due to the narrow carriageway of Newton Road between Firth avenue and south street. Infrastructure planning Manager Gordon Malesevic advised the committee that the road is narrowed by kerb extension between firth avenue and south street leaving narrow carriageway width for the moving traffic with vehicles parked on both side.

Councillor Blackmore suggested to provide driveway delineation line to address immediately the issue with vehicles parked across driveway.

**RECOMMENDATION**



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**MINUTES**

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1. That driveway line marking be installed between Wallis Avenue and South Street on Newton Road along both kerb alignments.
2. That this matter be investigated further for a possible solution to mitigate the current safety issue.

*(Voting on this item was unanimous)*

**9.6 Albert Road / Homebush Road – Intersection**

Councillor Pensabene represented the issue raised by Ms. Jodi McKay, State Member for Strathfield on the safety issues involved at the intersection of Albert Road and Homebush Road. It was discussed further to investigate the lighting arrangement for improving the visibility of this roundabout.

**RECOMMENDATION**

1. That the reflective marking along the edges of the peanut shaped roundabout on Albert Road be reinstated.
2. That investigation be carried out on the existing lighting arrangement at the intersection to improve the visibility for traffic safety.

*(Voting on this item was unanimous)*

**9.7 Flemington Road / Parramatta Road - Intersection**

Councillor Pensabene represented the update requested by Ms. Jodi McKay, State Member for Strathfield on the safety review of the intersection of Parramatta Road and Flemington Road with consideration for the installation of traffic signals at the intersection to improve safety for motorists and pedestrians. This matter was discussed back in February 2017 Traffic Committee.

**RECOMMENDATION**

1. That RMS advise Council and Member for Strathfield of the results of the investigation with a report be brought back to upcoming Traffic Committee.

*(Voting on this item was unanimous)*

**9.8 Wallis Avenue between Ada Avenue and Augusta Street – Traffic Speeding**

Councillor Blackmore raised his concern on traffic speeding on Wallis Avenue between Ada Avenue and Augusta Street for improving the road users safety.

**RECOMMENDATION**

1. That this matter be forwarded to NSW Police for arranging increased patrol in this area.

*(Voting on this item was unanimous)*

**9.9 Gelling Avenue/Homebush Road – Traffic Safety**

Councilor Blackmore received concerns from the residents on safety issue for the traffic on Gelling Avenue approaching Homebush Road due to the vehicles parked right up to the intersection, not only restricting the sight distance but also impeding the accessibility of the vehicles.

It was discussed to install Statutory No stopping zone for 10m along the western kerb alignment of Homebush Road and it can be noted that No stopping zone exists on the south western corner of the Homebush Road/Gelling Avenue Intersection.

**RECOMMENDATION**

1. That No Stopping sign (L) be installed along the western kerb alignment of Homebush Road for 10m, north of Gelling Avenue at the intersection of Homebush Road and Gelling Avenue.

*(Voting on this item was unanimous)*

**9.10 Bridge Road – Pedestrian Crossing**

Council has received many concerns from the community regarding the existing speed humps on Bridge Road north to Loftus Crescent. Council's Officer investigated the location and identified that the speed humps north of Loftus Crescent with the advisory speed and speed hump signs is existing with redundant access ramps for pedestrians. The existing pedestrian access ramp will mislead the pedestrians to cross at this location however, the motorists are regulated with the present of speed humps.

It is therefore appropriate to upgrade the existing speed hump north of Loftus Crescent to raised pedestrian crossing. It can be noted that according to Technical Direction TDT 2001/04b, Use of Traffic Calming Devices as Pedestrian Crossings, if a Watts profile road hump was built before May 1998, it does not have to satisfy the pedestrian crossing warrant but must satisfy the speed, sight distance and safety requirements.

Accordingly, it is proposed to modify the existing watt profile speed humps to raised pedestrian crossing as detailed in the drawing.

**RECOMMENDATION**

1. That the existing watt profile speed humps be converted to raised pedestrian crossing on bridge road north of Loftus crescent as per attached plan.





*(Voting on this item was unanimous)*

**UPDATES**

Serial Number	Location	Detail	Tentative Consultation
1.	Oxford Road	Parking studies and investigations to identify the feasibility of Resident Parking Permit on the street following the petition received from the residents.	April 2018
2.	Homebush Road and Albyn Road	Traffic Studies at the intersection to determine appropriate treatment for safety of the pedestrians following recent multiple complaints from the residents in the surrounds.	April 2018
3.	Multiple Locations	"Look out before you step out" stencils at kerb ramps.	No Consultation has been notified on website and installations will commence in March/April 2018.
4.	Homebush Road	Pedestrian Refuge widening in front of Strathfield Park	April 2018
5.	Sydney Market	Update from Kristian Calcagno, RMS advised the Committee that 10kmph signs will be installed in next months on road related areas on all road related area in Sydney Markets.	

**Meeting Closed: 12.56 PM**

**Next Meeting: 17 April 2018**

**14.1 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE**  
**SUBJECT: REVIEWING DEVELOPER CONTRIBUTIONS**

I MOVE:

1. That a review of Council's Section 94 plan be conducted at the next Councillor workshop.
2. That a report be provided at the Councillor workshop in relation to our current fees and uses for section 94 contributions.

**RECOMMENDATION**

1. *That a review of Council's Section 94 plan be conducted at the next Councillor workshop.*
2. *That a report be provided at the Councillor workshop in relation to our current fees and uses for section 94 contributions.*

**ATTACHMENTS**

There are no attachments for this report.



**14.2 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE**  
**SUBJECT: IDENTIFYING LEASH FREE AREAS**

I MOVE:

1. That a report be provided to the June 2018 ordinary council meeting in relation to leash free dog areas.
2. That the report include but not limited to possible locations for 2 fenced leash free areas, feasibility and budgetary implications.

**RECOMMENDATION**

1. *That a report be provided to the June 2018 ordinary council meeting in relation to leash free dog areas.*
2. *That the report include but not limited to possible locations for 2 fenced leash free areas, feasibility and budgetary implications.*

**ATTACHMENTS**

There are no attachments for this report.

**14.3 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE**  
**SUBJECT: OPENING UP SYDNEY WATER VACANT LAND TO INCREASE GREEN SPACE**

I MOVE:

1. That a report be provided to the July 2018 ordinary council meeting in relation to the feasibility of opening up for access to the community Sydney Water owned vacant land in Strathfield Council LGA.
  - i. That council write to Sydney Water about removing the fences to allow community access to the vacant land located in the middle of Fitzgerald Cres, Strathfield.
  - ii. That council investigate the possibility of building on Sydney Water Vacant Land where it is appropriate and/or possible Children's play equipment, adult exercise equipment, a walking path, native trees and landscaping.
  - iii. That council write to The Hon. Domenic Perrottet, Minister for Finance and Services in relation to our request for Sydney Water to open up these properties for community use.
2. That the report include but not limited to the feasibility and budgetary implications to Council.

**RECOMMENDATION**

1. *That a report be provided to the July 2018 ordinary council meeting in relation to the feasibility of opening up for access to the community Sydney Water owned vacant land in Strathfield Council LGA.*
  - i. *That council write to Sydney Water about removing the fences to allow community access to the vacant land located in the middle of Fitzgerald Cres, Strathfield.*
  - ii. *That council investigate the possibility of building on Sydney Water Vacant Land where it is appropriate and/or possible Children's play equipment, adult exercise equipment, a walking path, native trees and landscaping.*
  - iii. *That council write to The Hon. Domenic Perrottet, Minister for Finance and Services in relation to our request for Sydney Water to open up these properties for community use.*
2. *That the report include but not limited to the feasibility and budgetary implications to Council.*

**ATTACHMENTS**

There are no attachments for this report.

**14.4 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE**  
**SUBJECT: IMPROVING COUNCIL'S CUSTOMER SERVICE**

I MOVE:

1. That a report be provided to the June 2018 Ordinary Council Meeting in relation to the implementation of a fully accountable reference number system for Council's customer service.
2. That the report include but not limited to; current procedures, any planned improvements, the feasibility of implementing a Customer Relationship Management System to track from resident enquiry to completion, other effective systems that are currently in use in other councils.

**RECOMMENDATION**

1. *That a report be provided to the June 2018 Ordinary Council Meeting in relation to the implementation of a fully accountable reference number system for Council's customer service.*
2. *That the report include but not limited to; current procedures, any planned improvements, the feasibility of implementing a Customer Relationship Management System to track from resident enquiry to completion, other effective systems that are currently in use in other councils.*

**ATTACHMENTS**

There are no attachments for this report.

**14.5 NOTICE OF MOTION SUBMITTED BY COUNCILLOR DUGGAN**  
**SUBJECT: WOMEN'S COMMUNITY SHELTER**

I MOVE THAT:

1. A report be prepared investigating the feasibility of the establishment of a Women's Community Shelter servicing the Strathfield LGA as an emergency safe haven (up to 3 months) for women who are homeless due to physical, emotional or sexual abuses, family breakdown, financial strife, domestic violence, mental health issues or lack of affordable housing or other factors.
2. Council convene a Women's Community Shelter Working Group committee consisting of two Council staff (one to be the convener), up to three Councillors and three to four community agency representatives (with appropriate experience and professional background relating to women's support services) to provide input into the feasibility report. This to include input into the steps/actions, funding sources required to operate a Women's Community Shelter successfully servicing the Strathfield LGA.
3. The Women's Community Shelter Working Group will have a sunset clause in its charter and only meet for the duration required for a feasibility report to be prepared. Council can consider further its ongoing status at this time.

**RECOMMENDATION**

**THAT:**

1. *A report be prepared investigating the feasibility of the establishment of a Women's Community Shelter servicing the Strathfield LGA as an emergency safe haven (up to 3 months) for women who are homeless due to physical, emotional or sexual abuses, family breakdown, financial strife, domestic violence, mental health issues or lack of affordable housing or other factors.*
2. *Council convene a Women's Community Shelter Working Group committee consisting of two Council staff (one to be the convener), up to three Councillors and three to four community agency representatives (with appropriate experience and professional background relating to women's support services) to provide input into the feasibility report. This to include input into the steps/actions, funding sources required to operate a Women's Community Shelter successfully servicing the Strathfield LGA.*
3. *The Women's Community Shelter Working Group will have a sunset clause in its charter and only meet for the duration required for a feasibility report to be prepared. Council can consider further its ongoing status at this time.*

**Women's Community Shelter (Cont'd)**

**ATTACHMENTS**

There are no attachments for this report.

**GM1 STRATHFIELD COUNCIL COMMUNITY STRATEGIC PLAN**

**AUTHOR:** Cathy Jones, Principal Analyst, Corporate Strategy and Performance

**APPROVERS:** Anthony Hewton, Director Corporate and Human Services  
Henry T Wong, General Manager

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**RECOMMENDATION**

*That:*

- 1. pursuant to section 402 (1-7) of the Local Government Act 1993 (the Act), Strathfield Council place the draft Community Strategic Plan, 'Strathfield 2030' (the Plan), on exhibition in accordance with the requirements of the Act and note that the Plan was reviewed and developed following extensive and detailed community engagement since the September 2017 Council election;*
- 2. pursuant to sections 403 (2) of the Act, place on exhibition, in accordance with the requirements of the Act, the draft Resourcing Strategy including the ten year Long Term Financial Plan and Asset Management Plans and three year Workforce Management Strategy, as required as part of its Community Strategic Plan 'Strathfield 2030';*
- 3. pursuant to sections 404 (1-5) of the Act, place on exhibition, in accordance with the requirements of the Act, its Delivery Program that details the principal activities to be undertaken by Council to implement the strategies set out by the Community Strategic Plan 'Strathfield 2030';*
- 4. pursuant to sections 405(1-6), 532, 610B-610F, 706(2) of the Local Government Act 1993 and clause 201(1) of the Local Government Regulation 2005, place on exhibition, in accordance with the requirements of the Act, its one year Operational Plan 2018-19, which details financial resourcing for the forward periods,*
- 5. Council, place on exhibition, in accordance with the requirements of the Act, the Ordinary Rate to comprise a base rate and ad valorem rating structure for both Residential and Business categories of rates on all rateable land for 2018-2019, as set out in this Report; and note that an increase rates income by 2.3% in 2018-2019 in accordance with the permissible rate increase set by IPART.*

**PURPOSE OF REPORT**

It is the recommendation of this report to adopt and exhibit for the required statutory period, the Strathfield Community Strategic Plan 'Strathfield 2030', including the Community Strategic Plan (Part 1), Resourcing Strategy (Part 2), Delivery Program 2018-2022 (Part 3) and Operational Plan 2018-2019 including Revenue, Budget and Fees and Charges 2018-2019. It is noted that the Delivery Program aligns with the Council term which runs from September 2017-2020; however as legislation requires that Council adopt a 4 year Delivery Program, this plan is dated 2018-2022.

**REPORT**

Pursuant to s.402(5) of the *Local Government Act 1993*, Council is required to review its Community Strategic Plan following an ordinary Council election and either endorse, amend or adopt a new plan. Council is obliged to consider the Integrated Planning and Reporting System

**Strathfield Council Community Strategic Plan (Cont'd)**

(IPR) requirements set out in the Act, Regulation and Office of Local Government Guidelines in the review of the Community Strategic Plan and its subsidiary plans and strategies.

An important component in the preparation of the Strathfield Community Strategic Plan 'Strathfield 2030' was the engagement of the Strathfield community in 2017 and 2018. Based on Council's Community Engagement Strategy, Council undertook a number of community and stakeholder engagements to ensure it collaborated and was informed of the community's aspirations for the next 10 years and its future vision for Strathfield.

An assessment of Strathfield's community profile was undertaken and appropriate engagement methods selected including household surveys, focus groups, interviews, meetings and summits. Council engaged broadly across the community to obtain feedback from a broad range of community members. The key activities included:

- Two Community Surveys, one issued to a Community Panel and the other open to any member of the community to complete. The two surveys received over 700 responses.
- 6 focus group meetings with youth, CALD, Centenary Park residents, apartment dwellers, women and general group. Meetings were held in January and February 2018.
- Youth Summit held in February 2018
- Seniors Forum held in February 2018
- Interviews with schools and businesses in December 2017.
- Interviews with stakeholders eg community and service organisations, government agencies, sporting and recreational clubs, business, law and emergency services
- Workshops with Councillors and Council Managers in 2017 and 2018

Council engaged specific groups whose voice is often not heard in community discussions as well as community, health and service organisations providing services to the Strathfield area. Council engaged with:

- people living in apartments
- residents from culturally and linguistically diverse (CALD) backgrounds
- older residents
- young people - high school and university students
- people living with a disability
- childcare services
- business, schools and representatives of shops
- women
- community organisations
- sporting and recreational clubs
- environmental groups
- police and emergency services
- government and non-government health services

The following issue statements and community issues arose from the community engagement:

Issue statement	Key community issues
All areas of Strathfield are accessible and connected by transport networks	<ul style="list-style-type: none"> <li>• available, accessible and reliable transport to all parts of the Strathfield Council area connecting with key locations, shopping centres and rail and buses.</li> <li>• advocating to NSW Government for expanded transport</li> </ul>

## Strathfield Council Community Strategic Plan (Cont'd)

Issue statement	Key community issues
	<p>services</p> <ul style="list-style-type: none"> <li>• traffic congestion</li> <li>• mobility, ease of access and transport safety</li> <li>• parking availability and traffic controls</li> <li>• roads, footpaths and cycleway access and maintenance</li> </ul>
Population growth is supported by planned and high quality infrastructure and services	<ul style="list-style-type: none"> <li>• impact of population growth and increased development must be supported by well-planned infrastructure and services support liveable, healthy and active lifestyles</li> <li>• needs of residents living in units is supported by quality and sustainable external and internal design and amenity, local facilities, open space and parks</li> <li>• external aesthetics of unit development is complementary with the built and streetscapes of Strathfield</li> <li>• affordable housing</li> </ul>
Strathfield urban design and development is well-planned, respects and reflects established heritage and character	<ul style="list-style-type: none"> <li>• new development should respect and be compatible with existing local character, heritage and streetscapes</li> <li>• development should be well designed and of high quality</li> <li>• low-rise residential areas should be maintained and higher densities built around major transport hubs</li> <li>• greater diversity of housing options</li> </ul>
Keep Strathfield a beautiful garden suburb	<ul style="list-style-type: none"> <li>• keep Strathfield as 'Oasis in the West'</li> <li>• accessible, attractive, planned and well maintained public areas, parks and open spaces</li> <li>• maintain high quality streetscapes eg tree lined streets with well-maintained nature strips and street infrastructure</li> <li>• maintain consistent approach to management of the public domain and natural environment</li> <li>• promote and protect biodiversity and natural environment</li> </ul>
Strathfield has facilities and programs to support the diverse need of the community	<ul style="list-style-type: none"> <li>• parks are designed to meet diverse range of community, recreational and environmental needs</li> <li>• availability and access to wide range of community and recreation facilities and programs for the whole community</li> <li>• both indoor (such as Leisure Centre) and outdoor facilities are needed</li> <li>• integrate technology into facilities and service delivery</li> </ul>
Strathfield is socially cohesive and connected with sense of belonging	<ul style="list-style-type: none"> <li>• support tolerance, diversity and social cohesion in Strathfield</li> <li>• places and activities for social interaction and to bring neighbourhoods together</li> <li>• develop strategies to address poor English proficiency</li> </ul>
Strathfield is a safe place to live, work and visit	<ul style="list-style-type: none"> <li>• public domain is safe, well maintained and free from hazards</li> </ul>



## Strathfield Council Community Strategic Plan (Cont'd)

Issue statement	Key community issues
	and litter <ul style="list-style-type: none"> <li>standards and regulations are enforced eg business, parking, public health, pollution control (including noise, air and water)</li> <li>low rates of crime and reduce anti-social behaviour</li> <li>eliminate graffiti, vandalism and illegal dumping</li> </ul>
Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	<ul style="list-style-type: none"> <li>shared values and sense of belonging</li> <li>identity, branding and promotion of place</li> <li>recognising community achievements and Strathfield's history and heritage</li> <li>revitalise town centres and villages and diversity of business mix</li> <li>foster creativity, culture and learning</li> </ul>
Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	<ul style="list-style-type: none"> <li>engage and inform community on proposals and decisions that affect them</li> <li>Council works in partnership with community and key stakeholders</li> <li>improve communications to the community</li> <li>integrate technology to improve facilities and service delivery</li> <li>provide high quality customer services</li> <li>monitor, evaluate and report on Council performance</li> </ul>

The priorities identified by the community have been incorporated into the new community strategic plan 'Strathfield 2030':

1. Connectivity Theme - planning for infrastructure to meet the needs of growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery.
2. Community Wellbeing Theme – supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.
3. Civic Pride and Place Management Theme – engaging town centres and public places, cultural and creative activities and events promoting a sense of civic pride.
4. Liveable Neighbourhoods Theme - high quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.
5. Responsible Leadership Theme - The above goals will be underpinned by leadership and accountable Council services directed by the priorities of an engaged and connected community.

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

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**Strathfield Council Community Strategic Plan (Cont'd)**

**Strathfield Council Community Strategic Plan (Cont'd)****CSP PLANS**

The CSP captures the community's priorities and aspirations that were informed by the community engagement framework. Fundamental to the CSP are social justice principles.

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

The CSP document (Reference Document) is structured in 3 parts:

- Part 1 The Community Strategic Plan 'Strathfield 2030' (new).
- Part 2 The Resourcing Strategy (revised to comply with the new Community Strategic Plan 'Strathfield 2030').
- Part 3 The Four Year Delivery Program 2018-2022 (new and aligned with 'Strathfield 2030') and One Year Operational Plan 2018-2019 (new and aligned with the Delivery Program).

The Delivery Program and the Long Term Financial Plan (Part 2A) include the following initiatives:

- Establish a Community Transport Bus Service to connect all parts of the Strathfield Council area to major transport, shops and facilities
- Progressing new or upgraded infrastructure and capital works to support greater liveability by providing places that meet needs and aspirations of the Strathfield community. These include:
  - Undertake a feasibility and prepare a business case for a Leisure / Aquatic Centre
  - Implementation of an intra-commuter service that links the LGA with local centres
  - Develop and implement a strategy for an urban forest at Hudson Park
  - Provide user amenities at Hudson Park Driving Range
  - Investigating the feasibility and looking at opportunities to bundle overhead wiring in priority streets in Strathfield LGA where pruning by utilities companies is dramatically affecting streetscapes
  - Progress planning and implementation of an upgrade to the Homebush and High Street Libraries
  - Public Domains improvement to the Homebush and Homebush West Town Centres
- Investment in upgrades of roads, drainage, building, bridge, parks and footpath infrastructure
- The continued operation of community and library services , facilities and programs for local residents including the children, youth, aged, people with special needs and the general community.
- The continued operations of Councils, works areas, parks and gardens, compliance activities, town planning / development approval, natural resource management / environmental initiatives and waste collection services.
- The continued operations of governance and administration and secretariat activities consistent with legislative requirements.
- The provision of corporate services to support the operational areas of Council such as human resources, records management, finance and technology infrastructure.

The Assets Plan and Strategy (Part 2C) for the forward 10 years has been updated following a strategic review. While an expenditure gap remains, the long term resourcing of the Assets Plan is manageable and can achieve a full recovery within this budget cycle.

Consistent with the CSP, a Four Year Delivery Program for 2018-2022 and its One Year Operational Plan 2018-2019 is contained in Part 3 of the document.

**Strathfield Council Community Strategic Plan (Cont'd)**

The One Year Operational Plan has been prepared on the basis that Council adopts the maximum increase in rates of 2.3% permitted by IPART. This Plan is resourced in accordance with the Resourcing Strategy (Part 2) of the CSP.

Council's Long Term Financial Plan (Part 2B) takes into account Council's Assets Management Plan.

The draft One Year Operational Plan anticipates revenues (operating and capital) of \$79,889 million, total expenditure of \$79,889 million including capital expenditure of \$16,437 million.

The Operational Plan has been incorporated into the Delivery Program to reflect the full costs of providing the principal programs.

On a consolidated financial reporting basis, Council's 10 Year Long Term Financial Plan provides for a surplus of \$10,785 million after capital grants and contributions.

This has only been achieved by critically reviewing all of Council's operations including revenue planning.

In summary, the One Year Operational Plan 2018-19 anticipates:

- Permissible rate pegging increase of 2.3%;
- Comprehensive Domestic and Recycling Waste Management charge is \$710 pa. The charge for Eligible Pensioners and Commonwealth Seniors Health Care Card Holders is \$600 pa;
- Stormwater Charges in accordance with Council's Revenue Policy;
- Movements in Local Government Award of 2.8% and associated on-costs of 3.25%;
- The weighted average All Groups Consumer Price Index (CPI) of 2.5%;
- Interest from investments remain above benchmark rates;
- Increased in energy and utility charges of between 4%-5% over the next 4 years; and
- Escalation in the cost of domestic waste disposal.

**Capital Expenditure**

The capital expenditure planned for 2018-19 to 2021-22, in summary is as follows:

SERVICE	2018-19	2019-20	2020-21	2021-22
Bridges & Other Structures	508,000	-	-	-
Footpath Renewal	517,000	500,000	512,500	525,300
IT and administration Infrastructure	1,627,270	1,075,600	1,287,500	699,700
Libraries	1,889,000	116,600	119,500	122,500
Operational Plant & Equipment	2,060,000	2,075,625	2,127,600	2,180,800
Parks, Reserves and Sporting Fields and Trees	2,576,625	400,000	400,000	400,000
Public Facilities & Amenities	1,143,964	1,000,000	1,000,000	1,000,000
Road Resheeting & Resealing	2,270,000	1,481,300	1,762,678	1,863,027
Roads LATM Infrastructure	1,268,400	200,000	200,000	200,000
Stormwater Drainage	1,137,193	188,700	193,200	198,000

**Strathfield Council Community Strategic Plan (Cont'd)**

SERVICE	2018-19	2019-20	2020-21	2021-22
Town Hall Buildings	240,000	200,000	300,000	500,000
Village Centres	1,200,000	1,000,000	1,000,000	1,000,000
Total	16,437,452	8,237,825	8,902,978	8,689,327

**Domestic Waste Services**

The 2018-19 Waste Services Budget has been prepared in accordance with the *Local Government Act 1993*.

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

The Minister has notified that the Waste Levy for 2018-2019 will increase to \$141 per tonne, commencing 1 July 2018. A reasonable cost calculation based on the cost of delivering the waste services including increases to the disposal costs at the transfer stations.

The operation of the Domestic Waste Services is as follows:

1. One 120 litre MGB Garbage Bin collected weekly
2. Fortnightly recycling service collecting paper and cardboard, glass, aluminium, steel cans and PET plastic – one 240 litre bin
3. Fortnightly 'Green Waste' kerbside collection – one 240 litre bin
4. Weekly "On-Call" General Clean-up service, two clean-up bookings per household per year

Council's Draft Waste budget as presented has provided for the combination of the Waste Education Program as part of the Council's ongoing commitment to waste minimisation and waste avoidance.

**Summary and Conclusion**

The Community Strategic Plan 'Strathfield 2030' reflects the articulated priorities of Strathfield residents. It aims to deliver the services and projects that meet their aspirations over the life of the Plan.

The resources required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2030' are defined in Council's long term Resourcing Strategies and delivered by the new Delivery Program and annual operational plans.

Strathfield Council will track how it progresses with 'Strathfield 2030' during the next 10 years. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via Council's Annual Report, as well as an End of Term report for the current term of Council in 2020.

It is the recommendation of this report to place on exhibition in accordance with the requirements of the NSW *Local Government Act 1993* the Draft Strathfield Community Strategic Plan 2030 and its associated documents.

**Strathfield Council Community Strategic Plan (Cont'd)****FINANCIAL IMPLICATIONS**

The financial implications have been identified in this report.

**ATTACHMENTS**

1. [!\[\]\(444b1eae2189e5cd8d096594c07a0a6e\_img.jpg\)](#) Draft Strathfield Community Strategic Plan 'Strathfield 2030', Resourcing Strategies, Delivery Program 2018-2022, Operational Plan 2018-2019 including Budget, Revenue Policy and Fees and Charges



*Beautifully Strathfield*













## Recognition of Traditional Custodians

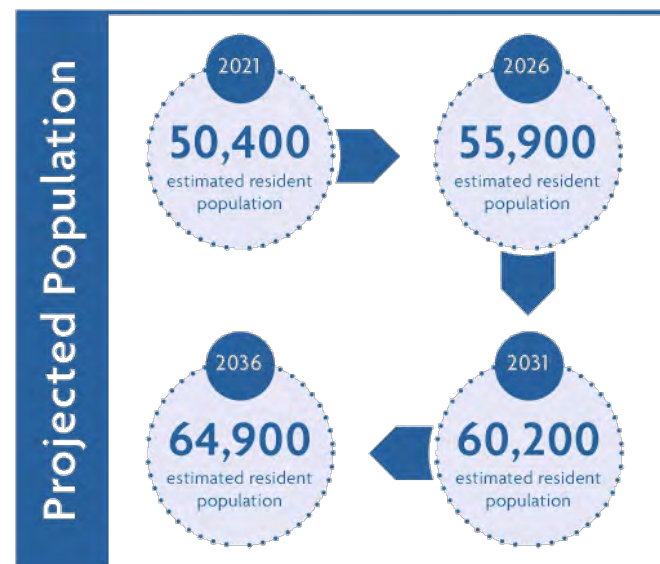
Strathfield Council would like to show respect and acknowledge the Wangal people, the Traditional Custodians of the land on which the Strathfield area is located. We pay respect to Elders past, present and emerging.





# Strathfield LGA

-  Main road
-  Train station
-  Public park
-  Food outlet
-  Council
-  Shopping/retail
-  Library
-  School/educational institution



# Welcome

This is a short introduction on how to read, understand and provide feedback to Council on this 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 Plan also serves as a guide to Council's key external partners to ensure that all strategies work together to meet the aspirational goals of the Strathfield community. The integration of each component of the Plan is described below:

- The 10 Year Community Strategic Plan is informed by a community engagement process. This is supported by the 10 year Resourcing Strategy.
- The 4 year Delivery Program is informed by the Community Strategic Plan.
- The 1 year Operational Plan articulates actions that Council plans to achieve in the first year of the 4 year Delivery Program.
- Council's Community Engagement Strategy is attached in Appendix 1. This document explains the process taken by Council in preparing the Strathfield Community Strategic Plan 'Strathfield 2030'.

Finally, Council welcomes your feedback.

- **Email:** [council@strathfield.nsw.gov.au](mailto:council@strathfield.nsw.gov.au)
- **Mail:** The General Manager, Strathfield Council, PO Box 120, Strathfield NSW 2135.



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## Mayor's Message

I am pleased to present the Strathfield 2030 Community Strategic Plan.

The Plan represents our community's long term vision for Strathfield's future and how Council intends to work with residents, ratepayers and businesses. In developing the plan, we undertook significant engagement with those who have an interest in the Strathfield area to collate the shared views and perspectives of the wider Strathfield community.

Strathfield 2030 is the community's plan. It has been created from a strong foundation of research and analysis, as well as a continuing dialogue with residents, and the government, community and business sectors.

Strathfield Council has adopted five broad themes. The community has expressed their priorities and this plan will implement their community vision for Strathfield by 2030. Under each of these five themes, Council has set clear goals and expanded these with strategies for how these can be achieved.

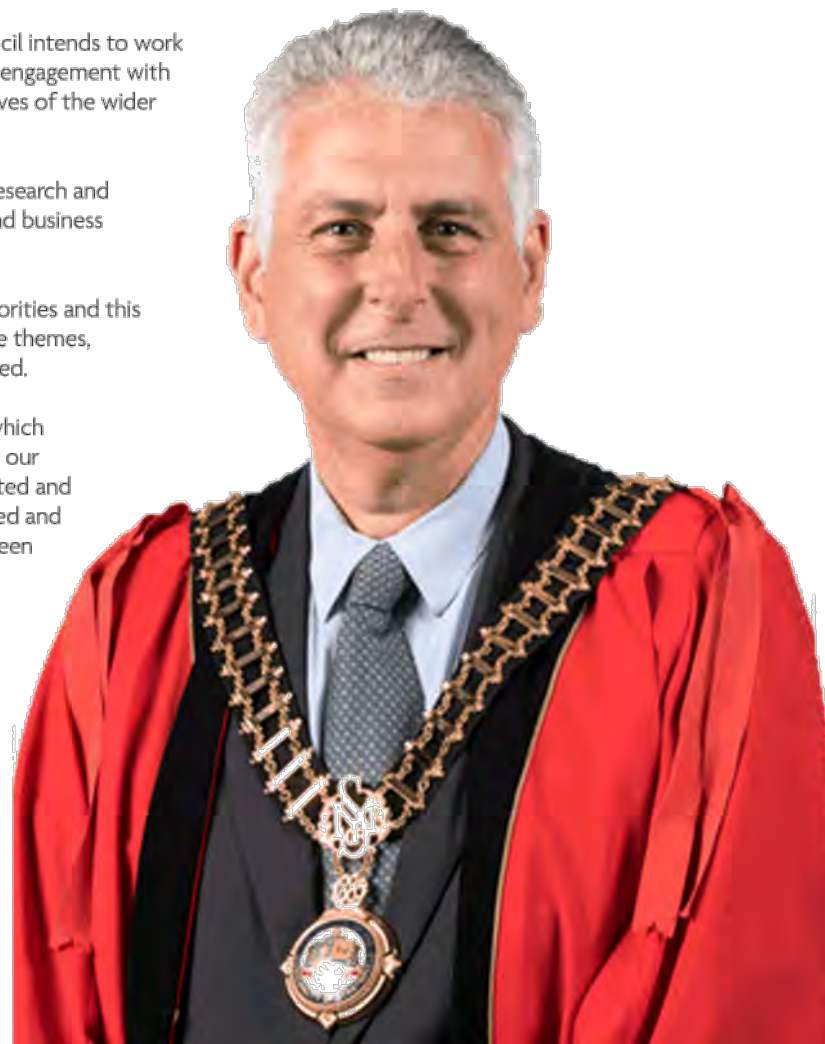
These strategies are the ways in which Council will develop, provide and deliver programs which recognise the importance of planning for quality development and urban design protecting our heritage and local character, infrastructure and services for our growing community, integrated and connected transport networks, social cohesion and safe neighbourhoods, engaging, activated and clean town centres and neighbourhoods and protection and enhancement of Strathfield green spaces.

To achieve Strathfield's vision and deliver on each of the strategic directions, Council will need to not only carry out its Delivery Program, but also pursue and enter into partnerships with the community, businesses and governments through to the year 2030.

It is important to understand that with the Community Strategic Plan comes a commitment from Strathfield Council to continue to engage with the community and to work collaboratively with all stakeholders as progress is made to ensure the best outcomes for all.



Cr Gulian Vaccari  
Mayor of Strathfield



# Chapter 1: Introduction

Strathfield Council is required under the Local Government Act 1993 to establish and implement a Community Strategic Plan that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspiration for the future.

According to section 402 of the Local Government Act 1993, the essential requirements of a Community Strategic Plan for the Strathfield area are as follows:

- The community strategic plan has been developed and endorsed by the council
- The plan identifies the main priorities and aspirations for the future of the local government area
- It covers a minimum timeframe of at least 10 years
- It must establish strategic objectives together with strategies for achieving those objectives
- It must address civic leadership, social, environmental and economic issues in an integrated manner
- It must address social justice principles of equity, access, participation and rights
- It is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- It is developed having due regard to relevant State and regional plans
- Council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan

- Council must publish a copy of the plan on its website and provide a copy to the Departmental Chief Executive (Local Government).

The following principles for strategic planning apply to the development of the integrated planning and reporting framework under 8C of the Act:

- Identify and prioritise key local community needs and aspirations and consider regional priorities
- Identify strategic goals to meet those needs and aspirations
- Develop activities, and prioritise actions, to work towards the strategic goals
- Ensure that the strategic goals and activities to work towards them may be achieved within council resources
- Regularly review and evaluate progress towards achieving strategic goals
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- Collaborate with others to maximise achievement of strategic goals
- Manage risks to the local community or area or to the council effectively and proactively
- Make appropriate evidence-based adaptations to meet changing needs and circumstances.

Strathfield Community Strategic Plan 2030 is about the future of the whole Strathfield community. It represents the aspirations of the people who live, visit and work in the Strathfield area. It is a 10 year plus

strategy that has been developed as a collaborative effort between the community and Council.

Strathfield Community Strategic Plan 2030 defines a sustainable direction for the Strathfield Local Government Area (LGA) and sets out the strategic direction which Council will follow in achieving the needs of our community for the next 10 years.

Strathfield Community Strategic Plan 2030 has been developed so that it can be delivered as a partnership between Council, state agencies, community groups and individuals. It addresses a broad range of issues that are relevant to the whole community.

Strathfield 2030 is designed to address four questions for the community:

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

To achieve this direction, Council has:

- Developed a resourcing strategy to plan Council's use of community assets, infrastructure, staff and resources to deliver the objectives of the plan
- Aligned Council's programs and services with the key themes and directions of this plan
- Assessed our progress through measuring performance

Strathfield's Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2030:

*"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".*

Guiding Principles

Strathfield 2030 is based on sustainability and social justice principles. The NSW Local Government Integrated Planning and Reporting framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction.





## Sustainability & Quadruple Bottom Line

A sustainable Strathfield is one that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs.

This Plan identifies the various roles that council can play in achieving sustainability across a number of different areas including maintaining a strong local economy, supporting local communities, improving natural and built environments and providing strong and responsible leadership.

Planning for sustainability across all these areas, and identifying and responding to change in our community and in our environment, will result in better outcomes for our current and future generations.

Sustainability underpins all aspects of this Community Strategic Plan. Strathfield 2030 is founded on the quadruple bottom line (QBL) approach, which addresses environmental, social, economic and civic leadership considerations. Applying a QBL approach ensures that community priorities are addressed in a balanced and holistic manner.

Council acknowledges that its decisions and actions have an impact on the quality of life of both present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments.

These sentiments have been endorsed by the wider community and as such each of the five themes reflects environmental, economic, social and civic leadership considerations.

## Social Justice Principles

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

- There is fairness in the distribution of resources (equity)
- Rights are recognised and promoted (rights)
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life (access)
- People have better opportunities for genuine participation and consultation about decisions affecting their lives (participation).

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



## Framework for the Plan

### THEME 1 Connectivity

Planning for infrastructure to meet the needs of a growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery.



### THEME 2 Community Wellbeing

Supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.



### THEME 3 Civic Pride & Place Management

Engaging town centres and public places, cultural and creative activities and events promoting a sense of civic pride.



### THEME 4 Liveable Neighbourhoods

High quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.



### THEME 5 Responsible Leadership

The above goals will be underpinned by leadership and accountable Council services directed by the priorities of an engaged and connected community.



Strathfield 2030 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business.

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



### Methodology in Developing the Community Strategic Plan

Strathfield 2030 was developed over 2017 and 2018 involving comprehensive and extensive community engagement, including review of Council's strategies, plans, studies and surveys, issues arising from review of NSW state and regional plans and input from stakeholder groups.

This process aimed to provide residents, workers, students and visitors with the opportunity to 'have your say' on the future of Strathfield and is supported by Council's Community Engagement Strategy.



## Developing the Plan through Community Engagement

An important component in the preparation of the Strathfield Community Strategic Plan 'Strathfield 2030' was the engagement of the Strathfield community in 2017 and 2018.

Based on Council's Community Engagement Strategy, Council undertook a number of community and stakeholder engagements to ensure it collaborated and was informed of the community's aspirations for the next 10 years and its future vision for Strathfield.

An assessment of Strathfield's community profile was undertaken and appropriate engagement methods selected including household surveys, focus groups, interviews, meetings and summits. Council engaged broadly across the community to obtain feedback from a broad range of community members.

The key activities included:

- 2 Community Surveys, one issued to a Community Panel and the other open to any member of the community to complete. The surveys received over 700 responses
- 6 focus group meetings with youth, CALD, Centenary Park residents, apartment dwellers, women and a general group. Meetings were held in January and February 2018
- Youth Summit held in February 2018
- Seniors Forum held in February 2018
- Interviews with schools and businesses in December 2017

- Interviews with stakeholders including community organisations, government agencies, sporting clubs, representatives of retailers, police and real estate agents
- Workshops with Councillors and Council Managers in 2017 and 2018.

Council engaged specific groups whose voices are not often heard in community discussions, as well as community, health and service organisations providing services to the Strathfield area. Council engaged with:

- People living in apartments
- Residents from culturally and linguistically diverse (CALD) backgrounds
- Older residents
- Young people - high school and university students
- People living with a disability
- Childcare services
- Business, schools and representatives of shops
- Women
- Community organisations
- Sporting and recreational clubs
- Environmental groups
- Police
- Government and non-government health services

From February 2018 to April 2018, analysis of data collected and a review of the findings was made and the draft Strategic Plan was developed. The draft Plan was placed on public exhibition on 12 April for 28 days and adopted by Council on XX June 2018.

## Making it Happen

Council will have a key custodial role in shaping and guiding the future of the Strathfield area. However, there are also a range of other key stakeholders who play a vital role. These include Strathfield's residents, local businesses, community organisations and other agencies at the Commonwealth and State government level. Through cooperation, it will also be important to achieve value for money and a coordinated approach to meeting our community's needs and priorities in the future.

The outcomes in this plan will determine the priorities for Strathfield and the services and projects that Council delivers over the next 10 years. The resources (time, money, assets and people) required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2030' are defined in Council's long term Resourcing Strategy. This strategy includes a long-term financial plan, workforce management plan and asset management plan.

Strathfield Council will track how it progresses with 'Strathfield 2030' during the next 10 years. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via our Annual Report, as well as an End of Term report for the current term of Council.

## Chapter 2: State and Regional Context

### Introduction

The Local Government Act 1993 requires that Council consider state and regional plans in the development of the Community Strategic Plan. The purpose is to integrate plans across tiers of government to deliver consistency and effective service and infrastructure delivery. The following plans and strategic documents have been considered in the development of Strathfield 2030.

### Premier's Priorities

There are 18 state priorities being actioned by the NSW Government within five strategic areas of strong budget and economy, building infrastructure, protecting the vulnerable, better services and safer community.

### Greater Sydney Commission

In 2016, the Greater Sydney Commission (GSC) released six draft District Plans for Greater Sydney. The draft Plans aim to facilitate well-coordinated, integrated and effective planning for land use, transport and infrastructure across the Greater Sydney Region over the next 20 years. Strathfield Council is located within the Eastern City (previously Central District), which also comprises Sydney City and surrounding inner suburban areas. The draft Eastern City District Plan provides a housing supply target of 3,650 (2016 – 2021) for the Strathfield Council LGA. This equates to approximately 730 dwellings per year. The draft Eastern City District Plan identifies a series of actions to meet the outcomes of providing housing supply.

### Related Urban Planning Strategies

- State Infrastructure Strategy 2018-2028
- Future Transport 2056
- A Metropolis of Three Cities - the Greater Sydney Region Plan
- Parramatta Road Corridor Urban Transformation Strategy and Burwood, Strathfield and Homebush Planned Precinct

### Other Relevant Strategies

- National Disability Strategy 2010-2020
- NSW Ageing Strategy 2016-2020
- National Ageing and Aged Care Strategy for people from Culturally and Linguistically Diverse (CALD) backgrounds
- Baseline of healthy eating and active living within NSW local government areas, Premier's Council for Active Living 2016
- Federal Government Smart Cities Plan 2016

### Strathfield Council Plans and Strategies

Strathfield Council has a wide range of plans that address community, land use and infrastructure issues.

- Strathfield Consolidated Development Control Plan
- Strathfield Local Environmental Plan
- Section 94 Direct Development Contributions Plan
- Section 94A Indirect Development Contributions Plan
- Community Access Plan
- Community Safety and Crime Prevention Strategy





## Chapter 3: About the Strathfield Area

Strathfield Council was incorporated in 1885 and is centrally located in Sydney's Inner West. The area is well known for its transport, schools, attractive streetscapes, parks and buildings.

### Strathfield – the place

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. Strathfield Council has a total area of approximately 14.1 square kilometres.

Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

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

Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

Strathfield Council is a major transport hub with three train stations at Strathfield, Homebush and Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Parramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/ Westconnex pass through Strathfield.

Strathfield is considered the educational centre of the Inner West with 15 public and private schools and a university.

### Strathfield – its people

As at 30 June 2016, the estimated residential population (ERP) of Strathfield was 42,331. From 2006 to 2016, the population of Strathfield LGA has increased by 9,301 persons, representing an increase of 28.15% over 10 years. This steady growth is primarily due to construction of new unit developments. There has been a slight increase in persons per dwelling from 2.87 in 2011 to 2.91 in 2016.

Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. Correspondingly, other age groups are lower in proportion though most age groups increased numerically in the 2016 Census. The largest changes in age structure in the Strathfield area between 2011 and

2016 were in the following age groups:

- 25 to 34 years (+2,245 people)
- 18 to 24 years (+727 people)
- 35 to 49 years (+658 people)
- 50 to 59 years (+410 people)

Analysis of the household/family types in Strathfield Council area in 2016 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and a lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 35.3% in Greater Sydney and 16.3% are lone households in Strathfield compared to 20.4% in Greater Sydney (2016 ABS Census).

The Indigenous population represents 0.3% of the Strathfield population or 115 people (2016 ABS Census).

Strathfield LGA has greater cultural diversity than the rest of NSW with approximately 56.3% of residents born overseas compared to 36.7% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English at home which includes Cantonese, Mandarin, Korean, Tamil and Arabic.



## Strathfield's Natural and Built Environment

Strathfield has a large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.

Strathfield's main waterways are: Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Coks Creek and the Cooks River, which flow to the southeast to Botany Bay.

Strathfield Council contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 47.8% are houses and 43.8% are medium to high density.

In the Strathfield Council area, 37.1% of households with a mortgage were making high loan repayments of \$2,600 or more per month in 2016 and 18.2% were paying low repayments, compared with 36.5% and 17.3% respectively in Greater Sydney.

## Strathfield's Socio-Economics

On the socio-economic index (SEIFA) Strathfield Council ranks in the top 20% of NSW as the least disadvantaged Council areas with a disadvantage index of 1,022.1.

In the Strathfield Council area, 50% of households were purchasing or fully owned their home, 35.7% were renting privately, and 3.9% were in social housing in 2016.

The top three industries in Strathfield were Transport, Postal and Warehousing (14.8%), Retail Trade (13.9%) and Wholesale Trade (9.3%).

## Strathfield's Economy

Strathfield Council has the highest amount of developed and undeveloped employment land in the Inner West.

The estimated Gross Regional Product (GRP) of Strathfield area was \$3.449 billion as at 30 June 2016 (NIEIR 2016).

5,848 businesses are registered in the Strathfield Council area (ABS 2016).

There is an estimated 26,889 jobs in the Strathfield Council area (NIEIR 2016) and 21,531 residents of Strathfield LGA are employed.

The largest industry in the Strathfield LGA is Transport, Postal and Warehousing with 14.8% of total employment (4.7% NSW) followed by Retail Trade on 13.9% (9.7% NSW) and Wholesale Trade on 9.3% (3.1% NSW).

The resident labour force of Strathfield recorded in the 2016 Census was 16,485, of which 64.7% worked full-time, 29.8% part-time, 55.8% were male and 44.2% were female. It is estimated by 30 June 2016, 21,531 Strathfield residents were in employment (NIEIR 2016).



## The Governance of Strathfield

The Strathfield Council area is located in the federal electorates of Reid and Watson. Since the 2016 federal election, the elected representatives are for the electorate of Reid, Craig Laundry MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. Since the 2015 State election, the electorate of Strathfield is represented by Jodi McKay MP and electorate of Lakemba by Jihad Dib MP (Labor Party).

Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in September 2017.

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









## Chapter 4: Shaping Our Vision

### Vision for Strathfield

A vision is important as it ensures decisions are made with a long-term, strategic focus. Without a clear vision it is more likely that decisions are made without a clear sense of purpose.

During Council's community engagement process in establishing the Community Strategic Plan, the vision

of the community's aspirations for the future of the Strathfield Local Government Area by 2030 is:

*"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".*

### Key issues for Strathfield

Key issues were identified during the community engagement process. The issues that the community most frequently raised include:



Issue Statement	Key Community Issues
All areas of Strathfield are accessible and connected by transport networks	<ul style="list-style-type: none"> <li>• available, accessible and reliable transport to all parts of the Strathfield Council area connecting with key locations, shopping centres and rail and buses.</li> <li>• advocating to NSW Government for expanded transport services</li> <li>• traffic congestion</li> <li>• mobility, ease of access and transport safety</li> <li>• parking availability and traffic controls</li> <li>• roads, footpaths and cycleway access and maintenance</li> </ul>
Population growth is supported by planned and high quality infrastructure and services	<ul style="list-style-type: none"> <li>• impact of population growth and increased development must be supported by well-planned infrastructure and services support liveable, healthy and active lifestyles</li> <li>• needs of residents living in units is supported by quality and sustainable external and internal design and amenity, local facilities, open space and parks</li> <li>• external aesthetics of unit development is complementary with the built and streetscapes of Strathfield</li> <li>• affordable housing</li> </ul>
Strathfield urban design and development is well-planned, respects and reflects established heritage and character	<ul style="list-style-type: none"> <li>• new development should respect and be compatible with existing local character, heritage and streetscapes</li> <li>• development should be well designed and of high quality</li> <li>• low-rise residential areas should be maintained and higher densities built around major transport hubs</li> <li>• greater diversity of housing options</li> </ul>
Keep Strathfield a beautiful garden suburb	<ul style="list-style-type: none"> <li>• keep Strathfield as 'Oasis in the West'</li> <li>• Strathfield has accessible, attractive, planned and well maintained public areas, parks and open spaces</li> <li>• maintain high quality streetscapes eg tree lined streets with well-maintained nature strips and street infrastructure</li> <li>• maintain consistent approach to management of the public domain and natural environment</li> <li>• promote and protect biodiversity and natural environment</li> </ul>
Strathfield has facilities and programs to support the diverse need of the community	<ul style="list-style-type: none"> <li>• parks are designed to meet diverse range of community, recreational and environmental needs</li> <li>• availability and access to wide range of community and recreation facilities and programs for the whole community</li> <li>• both indoor (such as Leisure Centre) and outdoor facilities are needed</li> <li>• integrate technology into facilities and service delivery</li> </ul>
Strathfield is socially cohesive and connected with sense of belonging	<ul style="list-style-type: none"> <li>• support tolerance, diversity and social cohesion in Strathfield</li> <li>• places and activities for social interaction and to bring neighbourhoods together</li> <li>• develop strategies to address poor English proficiency</li> </ul>
Strathfield is a safe place to live, work and visit	<ul style="list-style-type: none"> <li>• public domain is safe, well maintained and free from hazards and litter</li> <li>• standards and regulations are enforced eg business, parking, public health, pollution control (including noise, air and water)</li> <li>• low rates of crime and reduce anti-social behaviour</li> <li>• eliminate graffiti, vandalism and illegal dumping</li> </ul>
Strathfield has a sense of belonging and civic pride through identity, culture, events and shared events	<ul style="list-style-type: none"> <li>• shared values and sense of belonging</li> <li>• identity, branding and promotion of place</li> <li>• recognising community achievements and Strathfield's history and heritage</li> <li>• revitalise town centres and villages and diversity of business mix</li> <li>• foster creativity, culture and learning</li> </ul>
Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	<ul style="list-style-type: none"> <li>• engage and inform community on proposals and decisions that affect them</li> <li>• Council works in partnership with community and key stakeholders</li> <li>• improve communications to the community</li> <li>• integrate technology to improve facilities and service delivery</li> <li>• provide high quality customer services</li> <li>• monitor, evaluate and report on Council performance</li> </ul>

# Chapter 5: Community Goals and Strategies

Strathfield 2030 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business. Each of these five themes, which form the five pillars of Strathfield 2030, will be discussed in detail in the following pages.

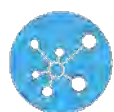
The Delivery Program and Operational Plan sets out actions and strategies. Implementation and delivery of Strathfield 2030 is assessed via performance measurements.

	<b>1. CONNECTIVITY</b> 1.1 Growth sustained by well-planned and accessible infrastructure 1.2 Connected and integrated and connected transport networks 1.3 Transformed and connected information and services
	<b>2. COMMUNITY WELLBEING</b> 2.1 Socially cohesive and connected communities 2.2 Healthy and active community 2.3 Safe and accessible places
	<b>3. CIVIC PRIDE AND PLACE MANAGEMENT</b> 3.1 Engaging and activated public places 3.2 Creative and cultural community
	<b>4. LIVEABLE NEIGHBOURHOODS</b> 4.1 Quality, liveable and sustainable urban design and development 4.2 Clean, attractive and well maintained neighbourhoods 4.3 Thriving and resilient environment
	<b>5. RESPONSIBLE LEADERSHIP</b> 5.1 Trust in Council's leadership and decision making 5.2 Accountable Council performance









## Chapter 6: Connectivity Theme

Strathfield is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2030 and beyond. Strathfield's central location and transport system is a key attraction for residents, schools and businesses to live, study or work in the Strathfield area. However, due to its central location and transport networks, the Strathfield area has been identified for significant growth for building and population in regional plans. Community engagement identified a number of current and future challenges in a rapidly changing environment.

Understanding how Strathfield connects and integrates with the broader region is critical to the strategic outlook particularly in the area of transport, infrastructure and communications. The broad theme of connectivity has three goals to deliver integrated, connected and accessible facilities and services in the areas of infrastructure planning, transport and technology and communications.

### Our Challenges and Opportunities

#### GROWTH AND INFRASTRUCTURE

State and regional strategies mandating increased building density and population growth have and will continue to have significant impact on the Strathfield Council area. According to 2016 NSW Department of Planning estimates, a population of 60,200 people and 21,650 dwellings is projected by 2031 in the Strathfield Council area.

Community engagement identified that planning for growth and infrastructure is a high community priority. Increasing new development, particularly medium to high rise development and population growth require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, parks, community and recreational facilities, footpaths and roads.

#### TRANSPORT

Strathfield's central locations in Sydney and rail stations are key attractions for residents, businesses and schools. Connected and integrated transport networks are central to quality of life, reducing social isolation, providing access to services, facilities, education and employment. Transport networks include vehicle and non-vehicle transport and public and private services.

Despite the advantages of these systems, transport access is not consistent across the Council area and issues such as traffic congestion and parking are major problems in Strathfield.

Although major transport infrastructure is controlled by State Government, Council provides and maintains local transport infrastructure such as local roads, footpaths and cycleways. Council also advocates to Government to improve access, frequency and coverage of public transport services.

#### COMMUNICATIONS, INFORMATION AND TECHNOLOGY

Available and emerging technologies can significantly improve Council's services with an integrated approach to service and facility management and access to information. However, to move forward, Council needs to upgrade and build infrastructure capacity to support new services.

Innovative communication technology is a rapidly changing landscape, however Council needs to utilise technologies to broaden and improve its communications to its diverse community, while balancing innovations against more traditional styles of communication.

## What issues are important to the community?

Council conducted extensive community engagement processes which identified the following priorities:

### PLANNING FOR GROWING COMMUNITIES

Planning for growing communities was rated as a top priority in surveys and interviews and focus groups. Key issues include:

- Planning for population growth and increasing building density of medium to high rise development
- Delivering infrastructure and services that meet the needs of growing communities eg new and embellished parks and open spaces, current and future community facilities/hubs/centres eg leisure centre, places for information and learning, study spaces, programs which meet social, health, recreation, community needs
- Recognising that people living in units have different needs for services, infrastructure and development such as access to open space located close to their residence, access to public transport, spaces to gather and socialise, areas for recreation and sport, affordable living options, improvements to waste management improvements, noise pollution caused by dense living conditions, parking options, feeling safe in a tolerant environment.

### TRANSPORT

Transport was rated as the highest priority in two community surveys commissioned in 2017 and 2018 and traffic related issues were frequently raised in interviews and focus groups. The key issues include:

- Many areas in Strathfield are isolated and not serviced by transport or have infrequent services
- Traffic congestion and local traffic movement is creating difficulties moving around, particularly around the Strathfield Town Centre.
- Concerns with mobility, ease and safety of movement using public and private transport
- Difficulties with access to on-street parking, due to time restrictions, by Strathfield residents and care and emergency workers
- Need to maintain good condition and access to roads, footpaths and cycleways, including provision of disability access.

### SMART CITIES AND COMMUNICATIONS

How the Council communicates with the community was raised frequently during community engagement as well as comments about Council's facilities and service delivery.

Improving Council's technology will provide opportunities to better communicate information as well as deliver more effective services and facilities.

Strathfield as a 'Smart City' can improve how Council interacts with its community from the availability of online transactions to use of technologies to upgrade waste collection services, public domain areas, transport, park planning etc.

Strathfield is a diverse community and therefore, varied techniques to communicate with the community are required balancing new technologies with more traditional style communications to ensure all sectors of the community are included and involved.

## Key Directions for the Future

The table on the right provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10+ years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Connectivity Goals	Strategies (10+ year)	Partners
1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population 1.1.2 Deliver infrastructure and assets to meet community needs	<ul style="list-style-type: none"> <li>With NSW Government (agencies as required)</li> <li>Other Councils</li> </ul>
1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA 1.2.2 Connect and provide local transport networks within the Strathfield LGA	<ul style="list-style-type: none"> <li>NSW Government transport agencies eg RMS, Transport for NSW, Sydney Buses</li> </ul>
1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology 1.3.2 Utilise varied techniques to effectively communicate and inform the community	<ul style="list-style-type: none"> <li>NSW Government Agencies</li> <li>Federal Government (Department of Communications)</li> <li>Local Media</li> </ul>









## Chapter 7: Community Wellbeing Theme

Strathfield is a diverse, socially cohesive and connected community. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, promoting healthy and active communities through provision of facilities and programs and enhancing safety and wellbeing of the community by providing safe, clean, healthy and attractive environments.

The broad theme of Community Wellbeing has three goals to deliver socially cohesive and connected communities, healthy and active communities and safe and accessible places.

### Our Challenges and Opportunities

#### SOCIAL COHESION AND COMMUNITY DEVELOPMENT

Strathfield is a diverse community, with 56% of the population born overseas and 64% speaking a language other than English at home. Strathfield also has a large young population, particularly those aged 18 to 34 years, which is higher than the Sydney average. However, due to large increases in population, most age groups are increasing in number. Due to the diverse nature of the local community, there are both challenges and opportunities in developing a socially cohesive and connected community.

The multicultural nature of Strathfield is well accepted by its local community and during community engagement; many commented that Strathfield was a tolerant community and a safe and welcoming place for persons of all ages and backgrounds. The harmonious nature of Strathfield's diverse community provides a strong foundation from which to build and deliver community and recreational programs and activities that cater for people of all ages, cultures and abilities.

Critical to this objective is building capacity and strong partnerships with community and government agencies and those within the community.

#### HEALTH AND ACTIVE COMMUNITY

Strathfield is generally a healthy community, which can be enhanced by promoting healthy and active lifestyles, participating in preventative health such as early childhood vaccinations and health screening and health promotion. Working with partnerships with health and community service providers to promote and raise community awareness of healthy and active lifestyles, can result in lower levels of chronic illness and fewer hospital admissions.

#### SAFE PLACES

Community safety is important to the local community. Safety relates to the condition of the public domain as well as crime in the local area. Council is generally responsible for the maintenance of the public domain.

Police and law enforcement is a State Government responsibility and the community expects improved access and allocation of resources to the Strathfield area. Council can work with Police and other agencies to improve community safety, provide community awareness programs and regular reporting on issues of community safety.



## What issues are important to the community?

Key issues include:

### SOCIAL COHESION

The community identified that the respect and tolerance for persons of all ages and backgrounds was highly valued in Strathfield and felt comfortable that diversity was well received and accepted.

Emerging issue of concern was the increasing statistic of poor or no proficiency in English language in the 2016 Census, and the community and key agencies identified that poor English proficiency created barriers to participation, services and belonging in the community.

### ACCESS TO COMMUNITY FACILITIES/ PROGRAMS

The community identified that they require more activities and programs in the local area eg skills, learning, training and recreation to be educated, aware and socially connected.  
Programs which provide frequency and consistency

of activities for all age groups and specialised needs in the local area appear to be preferable to one-off events, with schedule of programs promoted to the community in a full calendar year rather than by term to term.

With the growth in population, there is also an increase in demand for use of community space for social and informal settings, as well as for programmed activities and uses.

### PARKS, SPORTS AND RECREATION

The community identified that it values highly the parks, sporting and recreational spaces in Strathfield. It was also identified that having choice between formal sporting groups and other less organised activities such as walking groups, training in parks and other healthy activities and social gatherings was very agreeable to the community.

The use of parks at night was also identified as a means for both informal and formal events to occur, with safety issues needing to be addressed such as lighting as another means to promote community health and wellbeing.

### COMMUNITY SAFETY AND CRIME PREVENTION

Depending on community needs and government policy, community safety can encompass road safety initiatives, health reform, natural and man-made disaster relief and crime safety and prevention. To achieve community safety, council and police work in partnership to achieve crime prevention.

Safety, particularly in public areas, is important to the community. This can include removal of hazards eg footpath trips, tree pruning; as well as removal of graffiti, addressing vandalism and improving lighting on streets and parks.

There was general support for CCTV programs, especially in town centres and major transport hubs. Generally crime statistics have declined in the Strathfield Local Government area though there are areas of concern including mail fraud and domestic violence.

## Key Directions for the Future

The table below provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions

Community Wellbeing Goals	Strategies (10+ year)	Partners
2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities 2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	<ul style="list-style-type: none"> <li>Local Stakeholders</li> <li>Community, sporting and recreational organisations</li> <li>Non-Government organisations</li> <li>With NSW Government (agencies as required)</li> <li>With Federal Government (agencies as required)</li> <li>Other Councils</li> </ul>
2.2 Healthy and active communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs 2.2.2 Promote healthy and active living programs	<ul style="list-style-type: none"> <li>Local Stakeholders</li> <li>Community, sporting and recreational organisations</li> <li>Non-Government Organisations</li> <li>With NSW Government (agencies as required)</li> <li>Other Councils</li> </ul>
2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues 2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA 2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	<ul style="list-style-type: none"> <li>NSW Police</li> <li>NSW Attorney-General's Department</li> <li>SES</li> <li>Local stakeholders</li> <li>Local businesses</li> <li>Community organisations</li> <li>Other Councils</li> </ul>











## Chapter 8: Civic Pride & Place Management Theme

Civic pride is defined as having pride in your city, but it's much more than just that. Civic pride brings a community together and makes us feel good about where we live. It can be as simple as sweeping a street, volunteering for a local organisation, discouraging litter and graffiti, shopping in the local area and maintaining beautiful gardens.

On a higher level, civic pride is supported by all levels of government, encompassing community recognition and civic ceremonies, active transportation, progressive urban design, the overall branding of the city, historic preservation and city planning. A well-designed suburb fosters community and neighbourhood development and promotes the health and wellbeing of its residents.

Alternatively, place management is the process of making places better. This is practiced through programmes to improve a location or to maintain an already attained desired standard of operation. Place management can be undertaken by private, public or voluntary organisations or a mixture of each.

### Our Challenges

#### TOWN CENTRES AND VILLAGES

Town and city centres serve a wide range of people and purposes. The importance of healthy vibrant town centres relates to the aesthetic look of the area, the business and retail services available, activities such as entertainment and dining options and proximity to transport and parking. Town centres and villages need to change and adapt to meet the needs of a growing diverse community to remain the destination of choice.

The community survey also identified that residents often travel outside the Strathfield area for shopping and eating experiences because they feel Strathfield's offering is not as diverse as other areas.

The community identified that there needs to be more community space in town centres. With emerging development, community hubs need to be created to provide a place for learning, education and information sharing and promote social connection. It was also identified that improved parking is required near shopping centres for both cars and community buses.

#### SUPPORT LOCAL BUSINESS

There are far-reaching advantages to deciding to "shop local." By supporting local businesses, you are in turn supporting your local economy; significantly more money stays in a community when purchases are made at locally owned – rather than nationally owned – businesses. Local businesses are more likely to utilise

other local businesses such as banks and other service providers which enables a robust local economy.

The community survey identified the need to support local businesses through improving information access and availability and improving the aesthetic look around shopping precincts with more activation in commercial and retail strips.

#### COMMUNITY CELEBRATING AND CIVIC PRIDE

Civic pride is based upon an inclusive sense of being and belonging that offers a single shared identity to a diverse population. Maintaining an engaging and attractive public domain and contributions by groups and individuals can collectively lead to an improved sense of community, wellbeing and improvement in the appearance and activation of the local area.

#### CULTURAL PROGRAMS

Cultural programs, activities and events have a key role to play in as they bring people together so that they learn with and from each other. Through this learning and sharing in active citizenship a core of shared civic values can be developed.

Civic pride and sense of identity and community is also enhanced by acknowledging, recognising and celebrating community achievements and Strathfield's history and heritage.



## What issues are important to the community?

Council conducted extensive community engagement processes during 2017 and 2018, which included household surveys, forums, focus groups, world cafes, interviews and submissions

### BUILDING AND DEVELOPMENT - RESIDENTIAL

The built environment of Strathfield is important to the local community. Ideas to improve urban design and the appearance of Strathfield were raised, that housing in Strathfield needed to be quality development ie well-built and well designed.

Heritage and the history of the area is important and adds character and value to the Strathfield area. Preservation and protection of heritage areas and development compatible with local character of Strathfield is desired.

The community are concerned about over development, yet many living in medium or high rise development are more concerned that new development needs to be designed to meet 'birth to cradle' needs such as open space, playgrounds, adaptability for older persons or people with disabilities.

Community supported higher densities around major transport hubs or Parramatta Road but those low density residential areas need to be maintained and protected in Strathfield.

Sustainable development, particularly well designed, resource efficient housing. Interviews concerning unit development raised issues about ongoing maintenance and costs of resources in properties without good sustainable design eg that poor design and lack of resource efficiencies was resulting in huge costs for future owners and tenants.

### LIVING IN MULTI-UNIT DWELLINGS

There is a growing population in Strathfield of people living in multi-unit dwellings, who have specific needs and issues. People living in units raised issues of amenities and design of developments, while others consider the state of streets with units to be poor and an eyesore particularly due to rubbish dumping and graffiti.

There was a call for more effective and fair use of existing facilities (including outdoor), with concerns raised about people living in apartments and their need for outdoor passive and active spaces.



## Key Directions for the Future

The table below provides the two major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Civic Pride & Place Management Goals	Strategies (10+ year)	Partners
3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres 3.1.2 Develop and implement place promotion strategies 3.1.3 Support productive and well managed local businesses	<ul style="list-style-type: none"> <li>Local stakeholders</li> <li>Local business</li> <li>Non-Government Organisations</li> <li>With NSW Government (agencies as required)</li> <li>Other Councils</li> </ul>
3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities 3.2.2 Promote and deliver events that connect community and build social cohesion	<ul style="list-style-type: none"> <li>Local stakeholders</li> <li>Local business</li> <li>Non-Government Organisations</li> <li>Commonwealth Government (Citizenship)</li> <li>With NSW Government (agencies as required)</li> <li>Community and Recreational Organisations</li> <li>RSL Sub-Branch</li> <li>Other Councils</li> </ul>











## Chapter 9: Liveable Neighbourhoods Theme

Liveable Neighbourhoods are high quality, well planned and sustainable urban and natural environments that balance well designed and innovative development with existing local character. Changing lifestyles and population pressures require careful urban design and regulation, at both the state and local level, to maintain the character and liveability of Strathfield.

### Our challenges and opportunities

#### GROWTH

State and regional strategies mandating increased building density and population growth have and will continue to have significant impact on the Strathfield Council area. According to 2016 NSW Department of Planning estimates, a population of 60,200 people and 21,650 dwellings is projected by 2031 in the Strathfield Council area. This represents an increase of nearly 20,000 people based on the estimated current population of Strathfield LGA of about 42,000 (ABS ERP 2016).

Community engagement identified that planning for growth and infrastructure is a high community priority. Increasing new development, particularly medium to high rise development and population growth require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, community facilities, parks and roads.

#### PLANNING

The planning environment has changed significantly since the previous Community Strategic Plan. The establishment of the Greater Sydney Commission and district plans, Planning Panels and changes to planning legislation has lessened the Council's control of planning and development in the Strathfield Local Government Area.

Well located, well designed and properly maintained infrastructure produces better quality outcomes for the local community and also facilitates social inclusion. It is important to ensure that these developments are well planned and serviced by local infrastructure. Quality development outcomes have far reaching effects on the local area as a whole and enhance the liveability of these emerging neighbourhoods.

#### AFFORDABLE HOUSING

Affordable housing was noted in the community survey as what Strathfield was worse in compared to the rest of Sydney. The State Environmental Planning Policy (Affordable Rental Housing) 2009 was introduced in 2009 and amended in 2011, to increase the supply of affordable rental and social housing in NSW.

Strathfield Council has developed a Value Sharing Policy capturing 30% of the value added to a development site resulting from a planning proposal to fund community benefits such as open space and affordable housing.

#### LIVING IN APARTMENTS

Strathfield local government area contains a high proportion of medium and high density type dwellings, 51.8% compared to 47.8% of separate houses (ABS Census 2016). This is a significant difference to Greater Sydney, where 40% are medium to high density.

There has been an increase in the development of apartment living in the Strathfield area by 7.5% over the last five years and this growth will continue with an estimated additional 5500 dwellings to be built by 2031. As Strathfield's population diversifies and increases, more residents are living in medium to high density units, a trend that will continue in the future.

The Community Surveys held in 2007-2018 reported that 66% of residents believe that needs of people living in units was greater and different to those living in houses. These needs were identified as access to open and natural places, public transport, spaces to gather and socialise, areas for recreation and sport, affordable living options, waste management improvements, noise pollution, parking options, feeling safe and having tolerance.

#### GREENING

The community identified that Strathfield should be maintained as a "Garden City". There were concerns about loss of green areas of Strathfield and erosion of Strathfield's established street and landscapes and condition of parks. That the idea of greening was broader than open space and that it included parks, trees (street and private), canopies, gardens, vegetation, natural areas and connecting biodiversity corridors.



**WASTE MANAGEMENT**

Waste management and associated issues of illegal dumping, pollution, recycling and waste reduction are all key Council services. Council must ensure it reaches a balance between providing services such as on-call clean ups and waste education programs and managing compliance issues such as illegal dumping and environmental pollution through enforcement.

**CLEAN, WELL MAINTAINED AND ATTRACTIVE STRATHFIELD**

Maintaining high quality amenity in Strathfield was an issue of significant importance to the local community.

'Amenity' involves issues of cleanliness, urban design and streetscape, which relates to other issues such as environment, pride, social cohesion and community values, value of investment in local area (residential and business) as well as perception of relationships between community safety and crime (in form of vandalism and graffiti).

Promote a clean Strathfield and use enforcement to get results. There appears to be little community tolerance for littering, graffiti, vandalism etc.

Many felt that town centres, industrial areas and areas with units need to be improved. The community want clean attractive places to shop and socialise during the day and evening.

Providing a clean and attractive local environment is critical to the liveability of our local neighbourhoods. Clean and well maintained streets, parks and open

spaces and efficient and effective waste and recycling services uphold and support public amenity and enjoyment of our local areas.

**ENFORCEMENT AND COMPLIANCE**

Protecting the local community is also achieved managing compliance issues such as food safety, illegal dumping and environmental pollution through enforcement as well as monitoring building and associated works comply with legal and safety standards. It is also recognised that effective compliance is supported by education and community awareness.

**PROTECTING NATURAL ENVIRONMENTS**

Together, the community and Council must monitor and address the accumulated effects of urban development on the built and natural environment. Some issues need a collaborative and regional approach such as improving river systems through building alliances with other partners.

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

To meet these challenges, Council will raise public awareness, encourage environmentally sensitive planning and design and promote sustainable living and business practices through targeted programs.





### What issues are important to the community?

Council conducted extensive community engagement processes during 2017 and 2018, which included household surveys, forums, focus groups, world cafes, interviews and submissions.

#### BUILDING AND DEVELOPMENT - RESIDENTIAL

The built environment of Strathfield is important to the local community. Ideas to improve urban design and the appearance of Strathfield were raised, that housing in Strathfield needed to be quality development ie well-built and well designed.

Heritage and the history of the area is important and adds character and value to the Strathfield area. Preservation and protection of heritage areas and development compatible with local character of Strathfield is desired.

The community are concerned about over development, yet many living in medium or high rise development are more concerned that new development needs to be designed to meet 'birth to cradle' needs such as open space, playgrounds, adaptability for older persons or people with disabilities

Community supported higher densities around major transport hubs or Parramatta Road but those low density residential areas need to be maintained and protected in Strathfield.

Sustainable development, particularly well designed, resource efficient housing. Interviews concerning unit development raised issues about ongoing maintenance and costs of resources in properties without good sustainable design eg that poor design and lack of resource efficiencies was resulting in huge costs for future owners and tenants.



## Key Directions for the future

The table below provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Liveable Neighbourhoods Goals	Strategies (10+ year)	Partners
4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes 4.1.2 Manage effective development assessment processes 4.1.3 Address housing affordability	<ul style="list-style-type: none"> <li>With NSW Government (Department of Planning, Environment, Transport and other relevant agencies etc)</li> <li>Local Stakeholders</li> </ul>
4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling 4.2.2 Maintain and enforce clean public areas and health standards	<ul style="list-style-type: none"> <li>With NSW Government (agencies as required)</li> <li>Sydney Water</li> <li>Other Councils</li> </ul>
4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency 4.3.2 Develop environmental programs to educate and inform the community 4.3.3 Encourage sustainability and resource efficiency	<ul style="list-style-type: none"> <li>Local Stakeholders</li> <li>Community organisations</li> <li>Schools</li> <li>Non-Government organisations</li> <li>With NSW Government eg Environment, Local Land Services and agencies as required)</li> <li>Other Councils</li> </ul>



## Chapter 10: Responsible Leadership

Responsible leadership involves trust and confidence in Council to make decisions based on community priorities. Community priorities are determined by meaningful and informed community engagement. Trust is underpinned by transparent, effective and accountable governance and management.

Strathfield's councillors were elected in 2017 for a three year term to represent the interests of the community, set strategic direction and policy, allocate resources and review Council's performance.

### Our challenges and Opportunities

Strathfield is a very diverse community. Our challenge is engaging and understanding our community and ensure that the community has an opportunity to take part in Council's decision making processes.

Changes are occurring in the local area, therefore providing timely notification of proposals and decisions and issuing informative communications to the community is important.

Managing effective and efficient Council operations based on ethical conduct, integrity, public accountability and transparency.

Sustainable financial management in order to maintain the long-term viability of Strathfield Council, its people and assets.

Ensuring that Council has a highly skilled workforce in order to support the delivery of the Community Strategic Plan.

Provide safe work environments and identify, assess and proactively manage potential risks associated with the undertaking of all Council activities.

### What issues are important to the community?

Key issues from community engagement included:

- Community wants to know what is happening across Council and particularly in their neighbourhoods
- Improved opportunities for members of the public to take part in Council's decision making processes
- That community engagement with key stakeholders and demographic groups such as youth summit, seniors forum etc should be held more frequently
- Access and timely information should be available on matters which have impact on the community. This can include decisions of council as well as information guidance on a range of council functions and activities.
- Better access to information and services



## Key Directions for the Future

The table below provides the two major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Civic Pride & Place Management Goals	Strategies (10+ year)	Partners
5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities 5.1.2 Support integrity, transparency and accountability of decision making processes	<ul style="list-style-type: none"> <li>• NSW Office of Local Government</li> <li>• Working with local stakeholders</li> <li>• Work with NSW Government (agencies as required)</li> <li>• Continued work with Federal Government (agencies as required)</li> </ul>
5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress 5.2.2: Employ and maintain a skilled workforce to deliver quality services 5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement 5.2.4 Maintain long-term financial sustainability of Strathfield Council 5.2.5 Deliver efficient and effective Council services to the community	<ul style="list-style-type: none"> <li>• NSW Office of Local Government</li> <li>• Working with local stakeholders</li> <li>• Work with NSW Government (agencies as required)</li> <li>• Continued work with Federal Government (agencies as required)</li> <li>• NSW Office of Local Government</li> <li>• Working with local stakeholders</li> <li>• Work with NSW Government (agencies as required)</li> <li>• Continued work with Federal Government (agencies as required)</li> </ul>



## Performance Measures

To assess the status of Strathfield, a broad base of performance measurements are used which include evaluation of the effectiveness of projects and ongoing programs, internally and externally derived statistics, surveys and consultations. When these performance measures are assessed against the QBL framework (social, economic, environmental and civic leadership), a broader picture can be formed as to the sustainability of the Strathfield area as a whole.

Council will provide progress reporting in Council's Annual Report and/or End of Term Report.

Performance measure	When	Source	Alignment with Issue Statements in CSP	QBL
Accessibility of transport connection	Annual	Annual Survey	All areas of Strathfield are accessible and connected by transport networks	Economic
Quality of Infrastructure	Annual	Annual Survey	Population growth is supported by planned and high quality infrastructure and services	Economic
Quality of Council's Services	Annual	Annual Survey	Strathfield has facilities and programs to support the diverse need of the community	Civic Leadership
Communication and information access	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Civic Leadership
Community cohesion and acceptance of diversity	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Social
Engaging town centres	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Economic
Safe community	Annual	Annual Survey	Strathfield is a safe place to live, work and visit	Social
Waste diversion from landfill	Annual	Council record	Strathfield is a safe place to live, work and visit	Environment
Air and water quality	Annual	OEH air monitoring/Council record (water)	Strathfield is a safe place to live, work and visit	Environment
Responsiveness of Council staff	Annual	Annual Survey	Strathfield is socially cohesive and connected with sense of belonging	Civic Leadership
Quality of the built environment	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment



Performance measure	When	Source	Alignment with Issue Statements in CSP	QBL
Appearance, quality and maintenance of streetscapes and public areas	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
Provision of open space and tree canopy	End of Term	Mapping	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
			Keep Strathfield a beautiful garden suburb	Environment
Availability of parks and open space	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
			Keep Strathfield a beautiful garden suburb	Environment
Satisfaction with Council's Performance	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Quality of Customer Experience	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Responsible leadership of Council and Community	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Financial performance of Council against NSW Government benchmarks	Annual	Council records and industry regulators	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Inclusiveness in Council decision making processes	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership

## Conclusion

The Strathfield Community Strategic Plan 2030 has been prepared to reflect community priority issues as expressed during community engagement undertaken on behalf of Council during 2017-2018. It provides a unique opportunity for Council and the Strathfield community to set its vision and directions for the future and deliver on outcomes.

During the next ten years, Council together with its partners in the community, non-government sector and government agencies will work hard to deliver the following:

**CONNECTIVITY** - planning for infrastructure to meet the needs of growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery.

**COMMUNITY WELLBEING** – supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.

**CIVIC PRIDE AND PLACE MANAGEMENT** – engaging town centres and public places, cultural activities and learning promoting a sense of civic pride.

**LIVEABLE NEIGHBOURHOODS** - high quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.

**RESPONSIBLE LEADERSHIP** - The above goals will be underpinned by leadership and accountable Council services directed by the priorities of an engaged and connected community.

Effective implementation of these strategies depends not only on the actions of Council but collaboration with governments, educational institutions, community organisations and businesses.

The Strathfield Community Strategic Plan 2030 is accompanied by a Resourcing strategy that establishes how plan and its strategies may be funded, resourced with assets and people during the next ten years.







# Appendix 1: Community Engagement Strategy

## Introduction

Strathfield Council is required under the Local Government Act 1993 to establish and implement a Community Strategic Plan (CSP) that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspiration for the future.

The CSP is required to be developed and delivered as a partnership between Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.

The Community Strategic Plan is designed to address 4 questions for the community:

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

Council's role is to guide the community through the important discussions and to document the response in a meaningful plan. It should be understood clearly that it is not the Council's responsibility to deliver every aspect of the CSP.

## Background

The community engagement strategy is required to be developed to establish the community engagement processes and methods used in developing and reviewing the CSP. At the minimum the Community Engagement Strategy must identify relevant

stakeholder groups within the community and outline methods of engaging each group.

As well, consideration must also be given to the expected levels of service expressed by the community when preparing the Community Strategic Plan.

It is also a requirement of the Local Government Act 1993 that the level of community engagement with a strategic plan is more detailed than general community consultation. In accordance with the International Association for Public Participation scale, the CSP is required to involve (work with the public and ensure that public concerns and aspirations are consistently understood and considered), collaborate (partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution) and empower the community.

## Why we have a Community Engagement Strategy

The purpose of this Strategy is to clearly lay out Council's approach to community engagement with the Strathfield community and those stakeholders who have an interest in the Strathfield Local Government Area.

This Strategy sets out:

- Council's approach to community engagement
- principles that underpin Council's approach
- primary stakeholder groups that should be approached for engagement regarding matters that

affect them or that they have an interest in the approach to be taken when preparing or reviewing the Community Strategic Plan.

## When and how is it to be used

This strategy has been prepared to guide the development of Strathfield 2030 - Council's Community Strategic Plan and other community engagements that are led by or facilitated by Strathfield Council.

## Context

Whilst Council responds to many pieces of legislation, its overarching legal document is the Local Government Act 1993. The Local Government Act was amended in 2009 to establish a new planning and reporting framework for all councils in NSW. The changes recognise that communities do not exist in isolation, but are part of a larger natural, social, economic and political environment that influences and shapes their future direction.

Central to new framework is the acknowledgement that our community can provide a detailed understanding of the area in which they live and work and therefore should play a key role in shaping the direction for the Strathfield Local Government Area. This builds on directions long established at Strathfield Council for long term and sustainable planning.

Council's role guides the development of the Community Strategic Plan, and then plays its own

part in its delivery (the Delivery Program) and liaises with other agencies and groups regarding their own progress made in delivering on the community aspirations as set out in the Community Strategic Plan. Council is required to provide a report to the community near the completion of a Council term on progress made on the Community Strategic Plan.

## Detailed actions

### STAGE ONE - PREPARATION OF BACKGROUND ISSUES PAPERS FOR THE CSP INVOLVING:

- Research into existing NSW, regional and local Council plans, reports and strategies
- Compare and contrast various existing reports/plans/strategies
- Identification of issues and demographic changes including environment, economic, social and civic leadership

### STAGE TWO - ENGAGING WITH THE COMMUNITY

Engaging with the community on key issues in a variety of different forums to explore aspiration, views, strategies and key directions to be pursued in a revised ten year CSP, such as:

#### a) Youth Summit

The Strathfield Youth Summit involving young people aged 15–24 years.

#### b) Focus Groups

A series of focus groups:

- Women
- Apartment dwellers
- Youth
- Culturally and Linguistically Diverse residents
- Emerging areas – residents of Centenary Park Homebush West
- Older residents
- General group

#### c) Community Panel Survey

- Two Community Surveys, one involving an online residents' panel consisting of a demographically representative panel of adult Strathfield residents in a number approximately equalling 1% of the population of Strathfield (around 400 people) and the other, a community-wide survey.

#### d) Interviews

- Interviews with educational institutions and businesses
- Interviews with community organisations, police, sporting clubs, government agencies, retail representatives, people living with disability and local real estate agents.

### STAGE THREE - DEVELOPING THE DRAFT COMMUNITY STRATEGIC PLAN

- Discussion on levels of services and possible resourcing strategies (internally)
- Review research gained from previous stages
- Drafting and preparation of Draft CSP

- Reviewing the Resourcing strategy and Delivery program (internally)
- Refine the draft CSP with Councillors and stakeholders via further workshops

### STAGE FOUR - COMMUNITY INPUT AND EXHIBITION

- Council plan for information campaign to ensure as many community members are aware of CSP & delivery program
- Council consideration of the CSP
- Public exhibition of the CSP
- Consideration of public submissions
- Council's response to the CSP

Stage Five - Reviewing the CSP at the end of each Council term

Community provides opportunity to review Council's performance in achieving the objectives in CSP

## Conclusion

The above community engagement strategy has enabled an accurate account of Strathfield's community vision for the future to be captured in this plan and a refined and representative Community Strategic Plan with clear priorities and actions to be created for the next 10+ years

## Appendix 2: Strathfield Community Snapshot

### GEOGRAPHY

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

Suburb	Postcode	Population (Census 2016)
Belfield	2190	1,497
Greenacre	2191	1,640
Homebush	2140	7,914
Homebush West	2140	8,984
Strathfield	2135	19,182
Strathfield South	2136	3,692

Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

Strathfield has a number of commercial centres. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

Strathfield Station, one of the largest and busiest railway stations in NSW lies in the heart of the Local Government Area. Strathfield's main waterways are: (1) Saleyards and Powells Creek, in the north of the LGA, which flow to join the Parramatta River at Homebush Bay and (2) Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

### DEMOGRAPHY

As at 30 June 2016, the estimated residential population (ERP) of Strathfield was 42,331.

It is estimated that by 2031, Strathfield's population will number over 60,000 people. The areas of highest population increase are in the transport corridors of Homebush, Homebush West and Strathfield Town Centre due to building of new units on land rezoned for medium to high-rise development.

Since World War II, Strathfield has become highly multicultural. After WWII, Strathfield was a destination for many European emigrants and refugees, especially Russian. In more recent times, residents born in China, India and Korea are residing in Strathfield. The most recent Census in 2016 indicated that 56% of the population was born in countries other than Australia. Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English, though most residents speak more than one language. Languages other than English spoken at home include Cantonese, Mandarin, Korean, Tamil and Arabic. 66% are Australian citizens.

According to Census 2016, Strathfield's largest age groups are young people aged 25 to 29 years (12.4%), 30 to 34 years (10.6%) and 20 to 24 years (9.6%). However, due to population growth, most age groups are increasing in numerical population. The median age of Strathfield residents is 32 years.

Family households are the predominant household structure in Strathfield LGA. The average household size is 2.9 persons.

The Strathfield community is highly educated, particularly in comparison to NSW and Australian averages. Census 2016 reports 38% of the population have a bachelor or higher degree compared to 28.3% of the Greater Sydney population.

### INDIGENOUS PEOPLE

The indigenous people of Strathfield are the Wangal clan of the Darug tribe, though little remains of the former Aboriginal history of this area as any visible relics of indigenous occupation such as open campsites, axe grinding grooves and scarred trees are likely to have been removed as the Strathfield district was urbanised from the 1800s.

### HISTORY

The first European land grants to free settlers commenced in 1793 in the District of Liberty Plains, partly located within the current Strathfield LGA. Subdivision of land for residential purposes commenced from late 1860s. Establishment of the railway is important to Strathfield's development.



Railway stations were built in 1855 (Homebush), 1877 (Redmire, later Strathfield) and Flemington (1884). Strathfield Council was incorporated on 2 June 1885, including the suburbs of Redmire, Homebush and Drutt Town (now Strathfield South). The name Strathfield was derived from a local home called 'Strathfield', originally built for the Lord Mayor of Sydney, Walter Renny in 1868.

Strathfield Council has expanded its boundaries over time. Extensions include: incorporation of Flemington area (1892), amalgamation with Homebush Council (1947), incorporation of west ward of Enfield Council (1949) and adjustments at the northwest boundary with Auburn Council (1992).

#### BUILT FORM

Strathfield Local Government Area contains a number of recognisable architectural styles from each period of Strathfield's residential development commencing c.1870s. These include Victorian, Colonial Georgian, Queen Anne, Federation, Californian Bungalow, Spanish Mission, Tudoresque, Interwar, Post War II, Contemporary and Modern. Significant and rare examples of these architectural styles are protected by statutory heritage listing.

In 1920, Strathfield Council was the first Council to proclaim most of the Council area as a residential district. The proclamation excluded any trades, industries, shops, hotels and residential flats. This proclamation largely stayed in place until 1969 when the Strathfield Planning Scheme Ordinance (SPSO) was adopted. Since 1969, a significant number of residential flat developments have been built, particularly around

the commercial centres of Strathfield, Homebush and Homebush West. Since the 1990s several high-rise residential developments were constructed in and around the Strathfield town centre, a trend which continues to meet State Government objectives for population and housing growth for metropolitan Sydney.

#### GEOGRAPHICAL CHARACTERISTICS

The landform of Strathfield LGA rises from the low-lying areas to Liverpool Road, which runs along a substantial ridge, and divides the watersheds between the Parramatta and the Cooks River catchments. Strathfield has a number of waterways including Saleyards and Powells Creek which flow into the Parramatta River at Homebush Bay and Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

The predominant rock of the area is Ashfield Shale, a unit of the Wianamatta Group of shales. The Wianamatta Group overlies the Hawkesbury Sandstone and represents the most recent of Sydney's sedimentary rocks. The soils are predominantly heavy clays, derived from the underlying shale.

#### FLORA AND FAUNA

Urbanisation and land clearing have significantly reduced natural bushland areas in Strathfield. The remaining bushland areas are fragmented thereby reducing the viability of habitat to support populations of native fauna. The main greenspace types in Strathfield LGA are confined largely to urban parks and reserves which include bush remnants,

revegetated parkland, open parkland, urban neighbourhood parks and wetlands. Cox's Creek Bushland Reserve contains the threatened ecological community of Cooks River/Castlereagh Ironbark Forest, which formerly existed across most of the non-tidal areas prior to clearing for rural and urban development. Revegetated parkland sites consist of mostly native tree, shrub and ground cover species planted in blocks or strips along the upper Cooks River and at Mason Park. Open parkland sites are dominated by open grassed and paved surfaces with some areas of indigenous and exotic vegetation. These are located within residential and industrial areas of the Strathfield LGA. A remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water at the Mason Park Wetlands.

#### RESIDENTIAL DEVELOPMENT

Strathfield LGA is primarily residential with over 33% of total land area occupied by residential property. Residential property ranges from free standing homes and retirement living to medium to high density units and townhouses. There is a wide variety of housing styles ranging from Victorian and Federation period homes to newer architectural styles.

**TRANSPORT**

Strathfield LGA is known for its major transport systems. Trains and buses (public/private) service Strathfield LGA including Strathfield, Homebush and Flemington Rail stations. Strathfield is one of the largest stations in Sydney and is part of a network which features metro, regional, freight, country and state rail connections. Strathfield is also serviced by public and private transport systems including buses and taxis. Public transport is provided by and/or regulated by State Government.

The road network in Strathfield LGA includes local and state roads. State roads include the M4 Motorway, Parramatta Road, Liverpool Road, The Boulevard, Centenary Drive, Homebush Bay Drive and Roberts Road. Council is generally responsible for local roads, while State Government is responsible for State roads including motorways.

Footpaths and cycleways are mainly provided and serviced by Strathfield Council. Strathfield has extensive local walkways through streets and parks as well as the Bay to Bay Cycleway, which passes through many different council areas.

**EDUCATION**

Strathfield is also known as the educational centre of the Inner West. There are a large number of well regarded public and private schools and a university which service all levels of education at all ages. Community information services are provided through local libraries, community and educational

organisations. Strathfield has two public libraries at Homebush and High Street Strathfield, which provide access to books and digital materials, internet services as well as activities and meeting facilities.

**BUSINESS AND RETAIL**

Strathfield is an important location for business and has the highest amount of developed and undeveloped employment land in the Inner West. Over 20% of land is industrial and railway land. In the 2016 year, it was estimated that there were an estimated 26,889 jobs across industries in the Strathfield LGA as well as over 5,800 businesses. In 2016, the estimated Gross Domestic Product (GDP) of Strathfield LGA was an estimated \$3.44 billion million and the largest industries include transport, postal and warehousing, retail trade, wholesale trade, construction, education and training.

There are a number of shopping and town centre precincts in Strathfield. Services range from the larger Strathfield Town Centre to smaller village centres of Homebush, Homebush West, Strathfield South and Cave Road as well as Sydney Markets, suppliers of produce through the State. Shopping centres are generally located near transport interchanges in Strathfield. Shops provide a range of services and food (including restaurants and cafes) to the local community and are operated by private business. Shopping centres including cafes and restaurants that provide opportunities for people to meet and socialise.

**PARKS AND RECREATION**

Strathfield is also known for its many parks, open spaces and recreational facilities. 9% of Strathfield's land is dedicated to parks and open space. Strathfield has more parks per capita than any other Council area in the Inner West, ranging from the major parks such as Strathfield Park, Airey Park and Mason Park to small neighbourhood parks and open spaces. The Bay to Bay walk and cycleway connects Strathfield from south to north along the Cooks River and Powells Creek.

Parks and recreational facilities are managed by Council. Parks provide a range of services including playgrounds, sporting facilities, amenities and open areas for sport, leisure, event and social gatherings.

Strathfield borders Sydney Olympic Park, site of Sydney's finest sporting and entertainment facilities. A wide range of sports facilities are available in and near Strathfield including sportsgrounds, regional facilities (Sydney Olympic Park as an example), golf courses, tennis centres, bowling alleys and gyms.











# Part 2A: Long Term Financial Plan 2018-2028

## Introduction

The 10 year Long Term Financial Plan (LTFP) serves to guide and inform Council's decision-making process in its planning for the delivery of the Community Strategic Plan.

Like most councils in NSW, Strathfield faces a challenge in funding its ongoing operations and maintaining its community assets. The growth in the costs of labour and materials, increasing demand for services, and cost shifting from other levels of government, combined with a legislated cap in revenue generated from rates, have created a challenging financial environment.

The LTFP reflects the Community Strategic Plan. It is also integrated with Council's Asset Management Plan and the Workforce Management Plan.

## Financial Indicators

Key indicators used for measuring the financial sustainability of local councils in NSW are:

Financial Ratios	What it Measures	2016-2017 KPIs v (DLG)
Unrestricted Current Ratio	Measures an organisation's ability to fund its short term liabilities	3.62 (1.51)
Building and Infrastructure Renewal	To assess the rate at which these assets are being renewed relative to depreciation	191.36% (>100%)
Outstanding Rates & Charges	The amount of revenues owed to Council	3.02% (<5%)

In addition to the measures of performance outlined above, a key element of financial sustainability is its financial self-sufficiency. Strathfield derives around 57% of its revenue from the levying of rates, which is average for councils in the same local government grouping as Strathfield. At the same time employee costs account for around 38% of Council's operating expenditure.

## Long Term Outlook

Council's ability to maintain its financial sustainability over the longer term is dependent on factors beyond Council's control. Costs are rising faster than Council's income, and with rates capped it is more difficult to maintain the same standard of services to the community.

A key challenge for Strathfield Council is that despite the NSW State Government's permissible rate pegging increase set at 2.3 % the average increase for salaries and award based growth of 2.8% and including oncosts is anticipated to be 3.25% in 2018/19 followed by 3.25% for each of the next 3 years. When also considering the weighted average All Groups Consumer Price Index (CPI) of 2.5% it is clear that Council must continue its program implementing service reviews and operational efficiencies to be in a position to deliver a surplus budget result for the operational year and every other year thereafter.

It is also clear that fees and charges will inevitably need to incur some growth in line with inflation, market fluctuations and the costs of service delivery. Strong financial stewardship is a hallmark of this term of Strathfield Council and these increases have been kept to a minimum.

The pressure on Strathfield's finances is shared by all council's across NSW. Council maintains a position that it continues to operate within its means unlike many councils who have been required to apply for special rate variations. Strathfield Council is not intending to do this.

For the 2015-16 there were 21 councils across NSW that applied to IPART and were approved in full for special rate variations above the rate peg as approved in May 2015. One application was partially approved due to inadequate community consultation. These councils included: Ashfield, Mosman, Willoughby, Wollondilly, City of Sydney, Blue Mountains, Newcastle, Gloucester, Wakool, Ballina, Greater Hume, Narromine, Weddin, Gwydir, Coffs Harbour, Jerilderie, Oberon, Deniliquin, Kyogle, Marrickville, Shoalhaven. Of the 21 Councils 12 were not on the State Government's list for amalgamations.

In December 2015, 20 councils notified IPART that they intended to apply for a special variation for 2016-17 year. Under guidelines released by the Office of Local Government (OLG), councils that are the subject of merger proposals will not be eligible for a special variation or minimum rate increase for the 2016-17 rating year. Six councils that were the subject of merger proposals and had notified IPART of their intention to apply for a special variation did not submit applications.

On 17 May 2016 IPART announced that of the 12 councils across NSW that applied for special rate variation above the rate peg for year 2016-17 approvals were given to. Nine of the applications for multi year increases under section 508A, to be retained permanently in the rates base. The other three are for single year increases under Section 508(2); one is for a temporary increase and two are for permanent increases. The councils that submitted a special variation application were: Clarence Valley, Great Lakes, Greater Tarree City, Gwydir Shire, Lachlan Shire, Lismore City, Penrith City, Singleton, Tweed Shire, Wagga Wagga City, Wingecarribee Shire, and Yass Valley. Of these 12 council 10 were not on the State Government's list for amalgamations.

In December 2016, 8 councils submitted to IPART applications for special variations for the 2017-18 year. On 9 May 2017 IPART announced that Two applications for single year SRVs were both approved and six for multi year SRVs of which only two received full approval, two part approval and two were refused. One of the approved councils was Midcoast Council a newly formed council from the merger of Gloucester Shire, Great Lakes and City of Greater Taree councils on 12 May 2016. The special variation approved by IPART was for a cumulative 27.3% over four years. The justification was the need to fund asset renewal expenditure, reduce accumulated infrastructure backlog and fund ongoing environmental programs.

According to IPART, "Each application is carefully assessed against the criteria established by the Office of Local Government with councils required to demonstrate the need for and the purpose of the additional revenue, evidence of community consultation and an assessment of the impact on affected ratepayers. As councils must engage with the community when assessing options for a special variation, we expect that councils will have already sought and considered the community's views on the special variation. In addition, we require councils to

explain productivity improvements and cost containment strategies that have been realised or are planned."

Note: The rate peg for 2018-19 is set at 2.3%.

Updated guidelines for special variations emphasise the important of integrated planning by councils with input from their local communities.

## Funding for Infrastructure Maintenance & Renewal

Council over the next 10 years will continue to upgrade community facilities through the continued implementation of its 10 Year Infrastructure Plan, which is designed to deliver \$27m in community infrastructure asset upgrades and renewals over the 4 year delivery plan

Annexed to this report is a schedule of capital works proposed to be undertaken in 2018-19.

## Other Infrastructure Renewal Points

The 10 Year Financial Plan predictions regarding infrastructure spending are based on current expenditure levels which are indexed.

The Asset Management Plan (separately annexed) provides a strategy for the management of Council's \$407m asset portfolio. Of these assets, \$331m are depreciating assets that need to be maintained, renewed and eventually replaced. The Asset Management Plan allows Council to make informed decisions on the most cost effective use of its assets over the longer term to achieve the objectives of the Community Strategic plan, and support service delivery within the available resources and risk profile.

In preparing the Asset Management Plan, Council had identified and rectified a small gap in funding for infrastructure renewal which was managed as a priority in 2017-18. Whilst Council continues to investigate alternate sources of revenue, and has an ongoing program to drive down costs and find efficiencies, Council continues to deliver a zero balance cash budget without allowing it to impact on the renewal of

infrastructure. Without addressing this in the Long Term the impact is that Council will see a decrease in the condition of its infrastructure that will leave future generations with a much higher cost to rectify in the future.

## Financial Planning Strategies

The key objective of the Financial Plan remains the achievement of financial sustainability in the medium to long term, whilst still achieving Council's broader community vision and corporate objectives as detailed in Council's Plans.

## The Long Term Financial Plan (LTFP)

The LTFP includes:

Planning assumptions used to develop the Plan

Key documents:

projected income and expenditure,

balance sheet, and

cash-flow statement

Methods of monitoring financial performance

Financial modelling Scenario Base Case.

The longer the planning horizon, the more general the Plan will be in later years, i.e. the tenth year of the 10 Year Plan does not include specific detail. As decisions are made more detail will be added to the LTFP. As Council finalises its Delivery Program every four years, the first four years of the LTFP will become firmer. As the Operational Plan is completed (annually) the detailed Resourcing Strategy will form the first year of the LTFP. The following diagram illustrates the relationships:

The 10 Year Financial Plan predictions regarding infrastructure spending are based on current expenditure levels which are indexed.

Year 1	Years 2-4	Years 5-10
Detailed resourcing strategy from the Operational Plan	Forward Estimates from the Delivery Program	Financial projections and assumptions

Figure 1 – Relationship between the Operational Plan, Delivery Program and Long Term Financial Plan.

## Long Term Financial Plan Objectives

The LTFP intends to achieve the following objectives over the 10 year time-frame.

- Maintain existing service levels to the community
- Maintain a strong cash position
- Maintain a sufficient Employee Leave Entitlement Cash Reserve based on age and entitlements of staff in accordance with Council's Workforce Management Plan.
- Capital expenditure on asset renewal, upgrades and extensions represents approximately 10% of the annual expenditure.

## Long Term Financial Model – Scenarios

Council has modelled only one long term financial scenario. It has been provided to the Office of Local Government in the inception year of LTFP reporting Council has published the base scenario only which is reflective of Council's current day to day activities and service delivery.

## Scenario – Base Case

This LTFP is developed using the current base year data and applying projected movements in a number of key drivers over its life.

The following assumptions have been used in the modelling:



<b>Rates</b>	2.3% in Year 1 2.0% in years 2-4 (based on conservative approach; then average 2.7% in years 5-10)
<b>User charges &amp; fees</b>	Indexed by average 2.5% in line with CPI
<b>Interest on investments</b>	2.0% – 2.5% (based on current financial climate)
<b>Grants &amp; contributions</b>	Based on past history
<b>Employee costs</b>	3.25% in year 1-4 3.0% – 3.25% average in years 5-10
<b>Materials &amp; contracts / Other expenses/Utilities</b>	2.5% years 1-10 Utilities average 4-5% years 1-10
<b>Capital Contributions</b>	Average 2.5% for year 1-4 Then 10% for years 5-10

**Commentary**

Under this scenario, the infrastructure spending is funded in excess of \$5m per annum. Assets are maintained at a fully serviceable level and are renewed/replaced as required.

**Commentary**

In the scenario, after 2018-19 Capital spend of \$16.4m, Council will maintain capital spending on assets at an expected level of \$8.2m to \$10.7m per annum for years 2-7 then ramp it up from \$12.5m to \$16.5m in the last 3 years..

The following is also noted:

- Income from continuing operations is forecast to exceed expenditure in years 1 to 10.
- Net operating result before capital grants & contributions shows a surplus for the ten years.
- Balance sheet and cash flow statement – forecast shows that Council's cash and investments position has positive growth from year to year.
- Available working capital will be strong for the full 10 years.

**INCOME STATEMENT - GENERAL FUND**

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	23,310,000	26,740,214	27,859,292	28,775,775	29,269,669	30,001,411	30,921,717	31,773,154	32,728,822	33,630,379	34,663,250	35,639,620
User Charges & Fees	4,592,000	5,820,832	5,597,593	5,737,533	5,880,971	6,027,996	6,184,724	6,345,526	6,510,510	6,679,783	6,853,458	7,031,648
Interest & Investment Revenue	1,519,000	1,123,000	1,445,967	1,482,204	1,519,264	1,557,274	1,911,386	1,959,268	2,008,348	2,058,659	2,110,230	2,163,093
Other Revenues	2,404,000	2,983,625	3,645,675	3,736,639	3,829,980	3,925,655	4,043,335	4,164,545	4,289,391	4,417,983	4,550,432	4,686,855
Grants & Contributions provided for Operating Purposes	4,033,000	2,902,420	2,166,416	2,066,827	2,118,497	2,171,460	2,225,746	2,281,390	2,338,425	2,396,885	2,456,807	2,518,228
Grants & Contributions provided for Capital Purposes	7,471,000	7,284,000	10,450,000	10,711,250	10,979,031	11,253,507	12,378,858	13,616,744	14,978,418	16,476,260	18,123,886	19,936,274
<b>Other Income:</b>												

## INCOME STATEMENT - GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>43,329,000</b>	<b>46,854,091</b>	<b>51,164,943</b>	<b>52,510,227</b>	<b>53,597,413</b>	<b>54,937,302</b>	<b>57,665,765</b>	<b>60,140,626</b>	<b>62,853,913</b>	<b>65,659,949</b>	<b>68,758,062</b>	<b>71,975,717</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	13,175,000	16,397,213	18,840,930	19,752,116	20,379,848	21,027,628	21,575,873	22,139,973	22,720,385	23,353,979	24,007,121	24,680,420
Materials & Contracts	7,993,000	5,180,353	3,487,313	3,361,536	3,291,004	3,351,262	3,368,047	3,451,877	3,537,802	3,625,876	3,716,151	3,808,683
Depreciation & Amortisation	5,241,000	4,923,500	6,286,500	6,424,803	6,566,149	6,710,604	6,844,816	6,981,712	7,121,347	7,263,774	7,409,049	7,557,230
Other Expenses	7,697,000	12,947,699	11,765,129	11,944,843	11,918,819	12,220,254	12,519,064	12,825,501	13,139,761	13,462,043	13,792,554	14,131,504
<b>Total Expenses from Continuing Operations</b>	<b>34,426,000</b>	<b>39,448,766</b>	<b>40,379,872</b>	<b>41,483,298</b>	<b>42,155,820</b>	<b>43,309,746</b>	<b>44,307,800</b>	<b>45,399,063</b>	<b>46,519,295</b>	<b>47,705,671</b>	<b>48,924,875</b>	<b>50,177,837</b>
<b>Operating Result from Continuing Operations</b>	<b>8,903,000</b>	<b>7,405,325</b>	<b>10,785,071</b>	<b>11,026,929</b>	<b>11,441,593</b>	<b>11,627,556</b>	<b>13,357,966</b>	<b>14,741,563</b>	<b>16,334,618</b>	<b>17,954,277</b>	<b>19,833,187</b>	<b>21,797,880</b>

## INCOME STATEMENT - GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Operating Result for the Year</b>	8,903,000	7,405,325	10,785,071	11,026,929	11,441,593	11,627,556	13,357,966	14,741,563	16,334,618	17,954,277	19,833,187	21,797,880
<b>Net Operating Result before Grants and Contributions provided for</b>												
<b>Capital Purposes</b>	1,432,000	121,325	335,071	315,679	462,562	374,049	979,108	1,124,820	1,356,200	1,478,018	1,709,302	1,861,606



**BALANCE SHEET – GENERAL FUND**

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	41,288,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539	73,409,417
Investments	17,000,000	17,000,000	18,000,000	23,000,000	28,000,000	33,000,000	38,000,000	46,000,000	56,000,000	64,000,000	71,000,000	81,000,000
Receivables	3,239,000	2,712,395	2,860,845	3,028,198	3,169,851	3,353,629	3,604,619	3,865,742	4,136,558	4,411,955	4,698,687	4,991,880
Inventories	137,000	75,534	67,486	66,099	65,515	66,837	67,546	69,230	70,955	72,724	74,536	76,394
Other	107,000	108,108	98,013	98,507	98,110	100,453	102,525	105,047	107,633	110,285	113,004	115,792
<b>Total Current Assets</b>	<b>61,771,000</b>	<b>46,315,868</b>	<b>46,659,350</b>	<b>56,089,016</b>	<b>66,127,673</b>	<b>76,762,873</b>	<b>89,870,531</b>	<b>103,619,902</b>	<b>117,521,537</b>	<b>131,423,832</b>	<b>145,471,767</b>	<b>159,593,482</b>
<b>Non-Current Assets</b>												
Receivables	55,000	15,518	14,698	15,181	14,670	15,037	15,498	15,925	16,404	16,856	17,373	17,863
Infrastructure, Property, Plant & Equipment	299,123,000	322,707,501	332,049,453	333,033,320	334,520,148	335,627,625	335,962,051	337,191,703	339,945,041	344,362,283	350,597,365	358,819,304

**BALANCE SHEET – GENERAL FUND**

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Non-Current Assets</b>	299,178,000	322,723,020	332,064,151	333,048,501	334,534,818	335,642,662	335,977,549	337,207,627	339,961,445	344,379,139	350,614,738	358,837,167
<b>TOTAL ASSETS</b>	<b>360,949,000</b>	<b>369,038,888</b>	<b>378,723,501</b>	<b>389,137,517</b>	<b>400,662,491</b>	<b>412,405,534</b>	<b>425,848,080</b>	<b>440,827,529</b>	<b>457,482,982</b>	<b>475,802,971</b>	<b>496,086,505</b>	<b>518,430,649</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	14,000	-	-	-	-	-	-	-	-	-	-	-
Payables	11,026,000	11,701,252	10,549,699	9,910,285	9,977,000	10,015,625	10,012,530	10,152,531	10,345,263	10,552,651	10,774,445	11,011,922
Income received in advance	197,000	220,311	261,406	267,906	274,572	281,434	289,109	296,995	305,097	313,421	321,973	330,760
Provisions	3,617,000	3,514,656	3,524,023	3,542,758	3,552,126	3,617,698	3,692,637	3,776,944	3,889,353	4,029,864	4,235,947	4,516,970
<b>Total Current Liabilities</b>	<b>14,854,000</b>	<b>15,436,219</b>	<b>14,335,128</b>	<b>13,720,949</b>	<b>13,803,698</b>	<b>13,914,757</b>	<b>13,994,276</b>	<b>14,226,469</b>	<b>14,539,713</b>	<b>14,895,936</b>	<b>15,332,366</b>	<b>15,859,652</b>
<b>Non-Current Liabilities</b>												
Provisions	135,000	237,344	237,977	239,242	239,874	244,302	249,363	255,056	262,647	272,136	286,053	305,030
<b>Total Non-</b>												

**BALANCE SHEET – GENERAL FUND**

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Current Liabilities</b>	135,000	237,344	237,977	239,242	239,874	244,302	249,363	255,056	262,647	272,136	286,053	305,030
<b>TOTAL LIABILITIES</b>	<b>14,989,000</b>	<b>15,673,563</b>	<b>14,573,105</b>	<b>13,960,191</b>	<b>14,043,572</b>	<b>14,159,059</b>	<b>14,243,639</b>	<b>14,481,526</b>	<b>14,802,360</b>	<b>15,168,072</b>	<b>15,618,419</b>	<b>16,164,682</b>
<b>Net Assets</b>	<b>345,960,000</b>	<b>353,365,325</b>	<b>364,150,397</b>	<b>375,177,326</b>	<b>386,618,919</b>	<b>398,246,475</b>	<b>411,604,441</b>	<b>426,346,004</b>	<b>442,680,622</b>	<b>460,634,899</b>	<b>480,468,086</b>	<b>502,265,967</b>
<b>EQUITY</b>												
Retained Earnings	186,284,000	193,689,325	204,474,397	215,501,326	226,942,919	238,570,475	251,928,441	266,670,004	283,004,622	300,958,899	320,792,086	342,589,967
Revaluation Reserves	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000
Council Equity Interest	345,960,000	353,365,325	364,150,397	375,177,326	386,618,919	398,246,475	411,604,441	426,346,004	442,680,622	460,634,899	480,468,086	502,265,967
<b>Total Equity</b>	<b>345,960,000</b>	<b>353,365,325</b>	<b>364,150,397</b>	<b>375,177,326</b>	<b>386,618,919</b>	<b>398,246,475</b>	<b>411,604,441</b>	<b>426,346,004</b>	<b>442,680,622</b>	<b>460,634,899</b>	<b>480,468,086</b>	<b>502,265,967</b>

**CASH FLOW STATEMENT - GENERAL FUND**

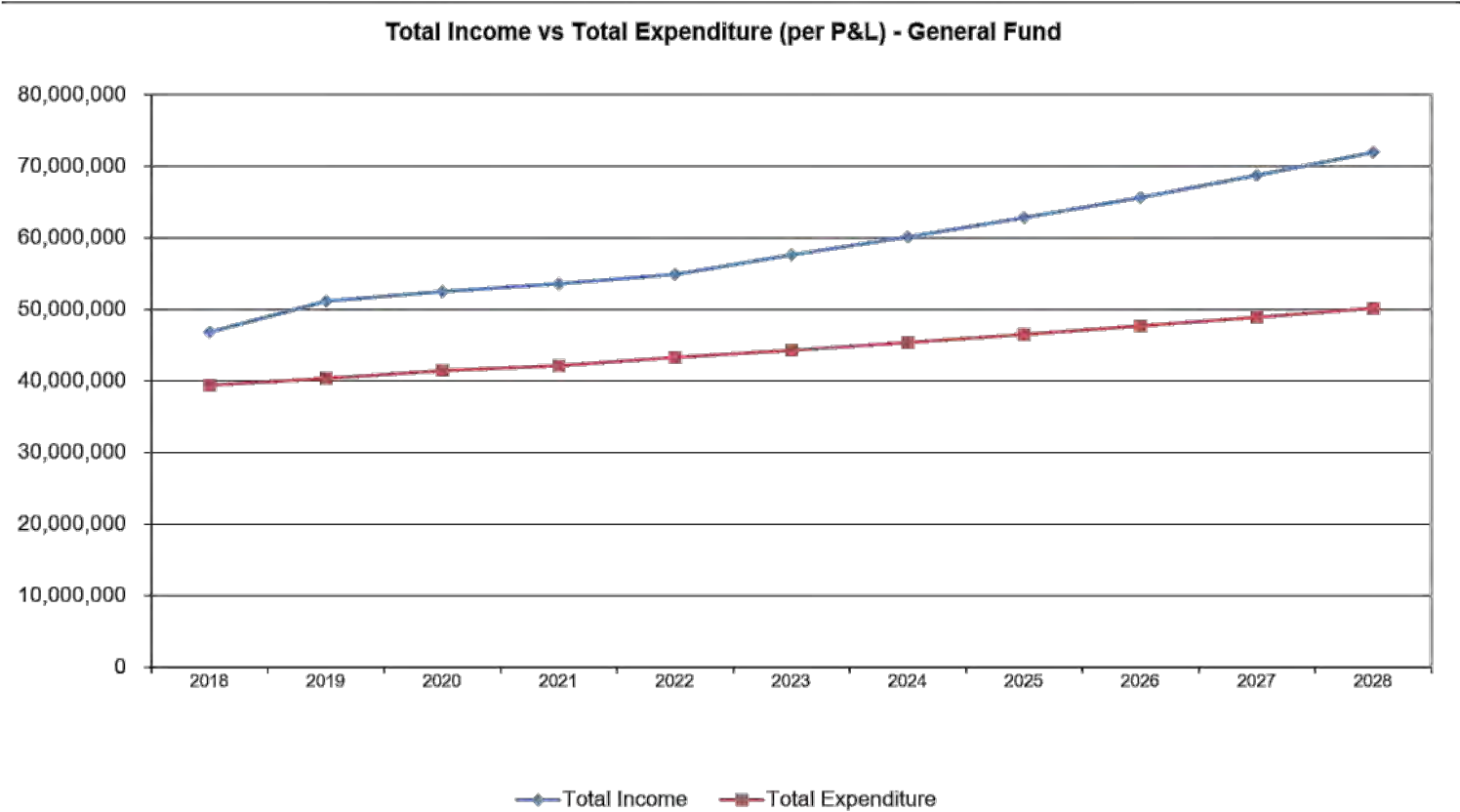
	Actuals	Current Year				Projected Years							
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	23,883,000	26,846,929	27,890,391	28,767,445	29,289,061	29,987,508	30,904,231	31,756,977	32,710,664	33,613,249	34,643,625	35,621,069	
User Charges & Fees	4,473,000	5,991,891	5,621,371	5,722,954	5,866,028	6,012,678	6,168,395	6,328,774	6,493,322	6,662,148	6,835,364	7,013,084	
Interest & Investment Revenue Received	1,835,000	993,699	1,428,826	1,368,237	1,400,774	1,430,189	1,754,752	1,796,303	1,843,133	1,893,856	1,943,037	1,985,487	
Grants & Contributions	11,437,000	10,298,361	12,565,352	12,774,679	13,090,815	13,418,086	14,579,815	15,870,951	17,267,030	18,840,441	20,544,810	22,415,125	
Bonds & Deposits Received	970,000	1,000,000	1,050,000	1,200,000	1,300,000	1,450,000	1,700,000	1,850,000	1,990,000	2,020,000	2,050,000	2,500,000	
Other	4,018,000	3,312,610	3,552,468	3,725,577	3,816,259	3,911,558	4,014,796	4,133,957	4,256,571	4,382,730	4,512,528	4,646,059	
Payments:													
Employee Benefits & On-Costs	-12,635,000	-16,411,135	-18,802,613	-19,714,382	-20,351,553	-20,838,752	-21,479,916	-22,033,537	-22,583,457	-23,185,089	-23,767,618	-24,360,283	
Materials & Contracts	-8,755,000	-5,087,582	-7,625,286	-7,352,343	-7,285,575	-7,317,836	-7,338,034	-7,416,280	-7,501,299	-7,588,393	-7,677,712	-7,769,262	
Bonds & Deposits Refunded	-848,000	-1,000,000	-1,050,000	-1,200,000	-1,300,000	-1,450,000	-1,700,000	-1,850,000	-1,990,000	-2,020,000	-2,050,000	-2,500,000	
Other	-9,441,000	-12,947,699	-7,765,129	-7,944,843	-7,918,819	-8,220,254	-8,519,064	-8,825,501	-9,139,761	-9,462,043	-9,792,554	-10,131,504	
Net Cash provided (or used in) Operating Activities	14,937,000	12,997,072	16,865,380	17,337,323	17,896,989	18,283,177	20,084,975	21,611,643	23,366,203	25,156,899	27,241,481	29,429,774	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	58,500,000	0	0	0	0	0	0	0	0	0	0	0	
Sale of Infrastructure, Property, Plant & Equipment	906,000	544,000	809,000	829,225	949,956	871,205	871,205	871,205	871,205	871,205	871,205	871,205	
Payments:													
Purchase of Investment Securities	-33,000,000	0	-1,000,000	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-8,000,000	-10,000,000	-8,000,000	-7,000,000	-10,000,000	
Purchase of Infrastructure, Property, Plant & Equipment	-10,733,000	-28,395,241	-17,461,205	-8,903,342	-8,848,960	-8,706,624	-8,102,292	-8,998,805	-10,610,900	-12,405,625	-14,356,016	-16,477,101	
Net Cash provided (or used in) Investing Activities	15,673,000	-27,851,241	-17,652,205	-13,074,117	-12,999,005	-12,835,420	-12,231,088	-16,127,601	-19,739,696	-19,534,420	-20,484,811	-25,605,897	
Cash Flows from Financing Activities													
Receipts:													



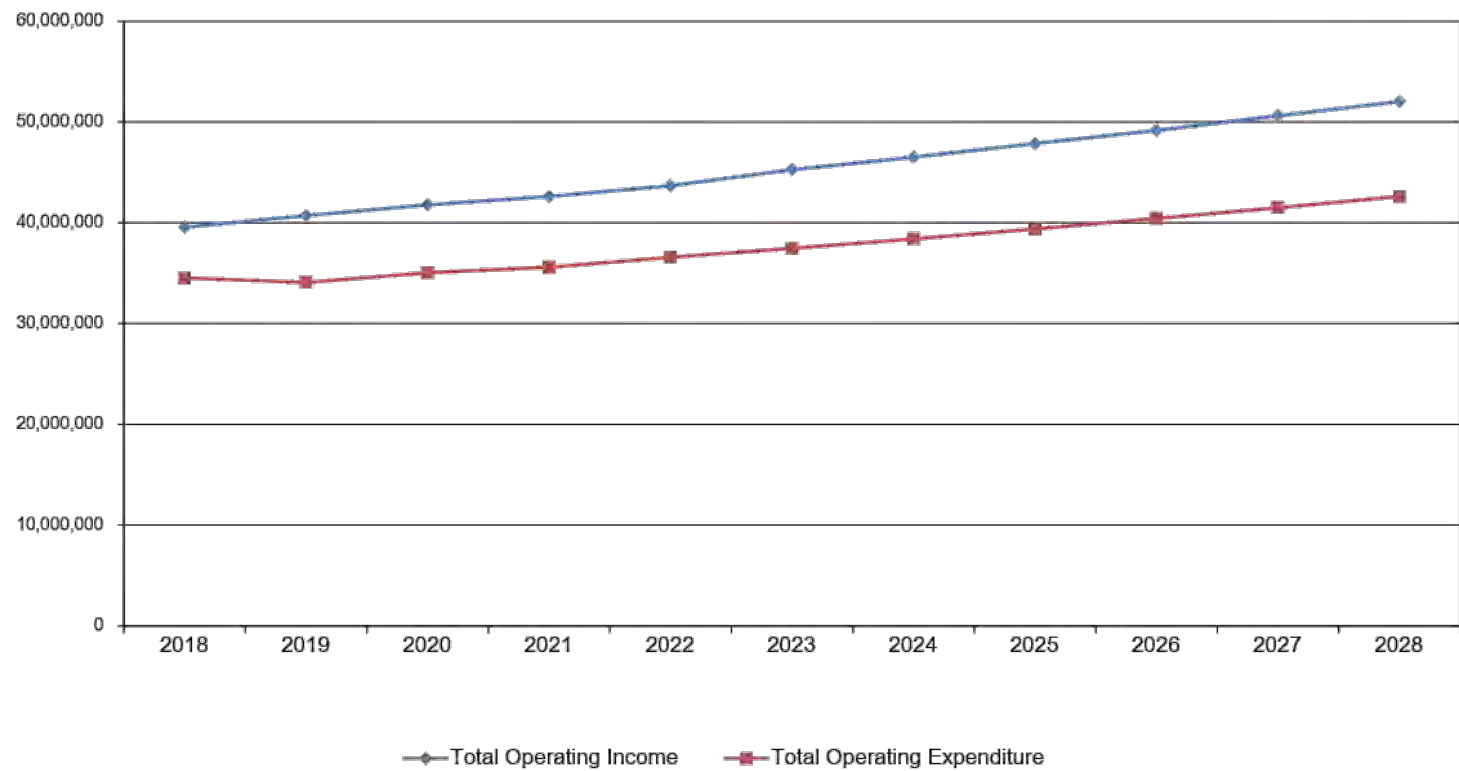
**CASH FLOW STATEMENT - GENERAL FUND**

	Actuals	Current Year							Projected Years			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Payments:												
Net Cash Flow provided (used in) Financing Activities	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash & Cash Equivalents	30,610,000	-14,854,169	-786,825	4,263,206	4,897,985	5,447,757	7,853,888	5,484,042	3,626,507	5,622,479	6,756,670	3,823,877
plus: Cash, Cash Equivalents & Investments - beginning of year	10,664,000	41,274,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539
Cash & Cash Equivalents - end of the year	41,274,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539	73,409,417
Cash & Cash Equivalents - end of the year	41,274,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539	73,409,417
Investments - end of the year	17,000,000	17,000,000	18,000,000	23,000,000	28,000,000	33,000,000	38,000,000	46,000,000	56,000,000	64,000,000	71,000,000	81,000,000
Cash, Cash Equivalents & Investments - end of the year	58,274,000	43,419,831	43,633,006	52,896,212	62,794,196	73,241,953	86,095,841	99,579,883	113,206,391	126,828,869	140,585,539	154,409,417
Representing:												
- External Restrictions	38,079,000	22,762,085	23,120,385	31,818,222	40,117,715	49,120,240	56,705,785	64,459,503	71,998,610	80,500,057	86,340,611	94,904,562
- Internal Restrictions	14,206,000	11,918,238	12,553,057	13,648,283	14,803,555	16,021,110	16,769,104	18,048,298	19,359,470	20,703,424	22,080,975	23,492,966
- Unrestricted	5,989,000	8,739,508	7,959,564	7,429,706	7,872,926	8,100,604	12,620,952	17,072,083	21,848,310	25,625,389	32,163,953	36,011,889
	58,274,000	43,419,831	43,633,006	52,896,212	62,794,196	73,241,953	86,095,841	99,579,883	113,206,391	126,828,869	140,585,539	154,409,417

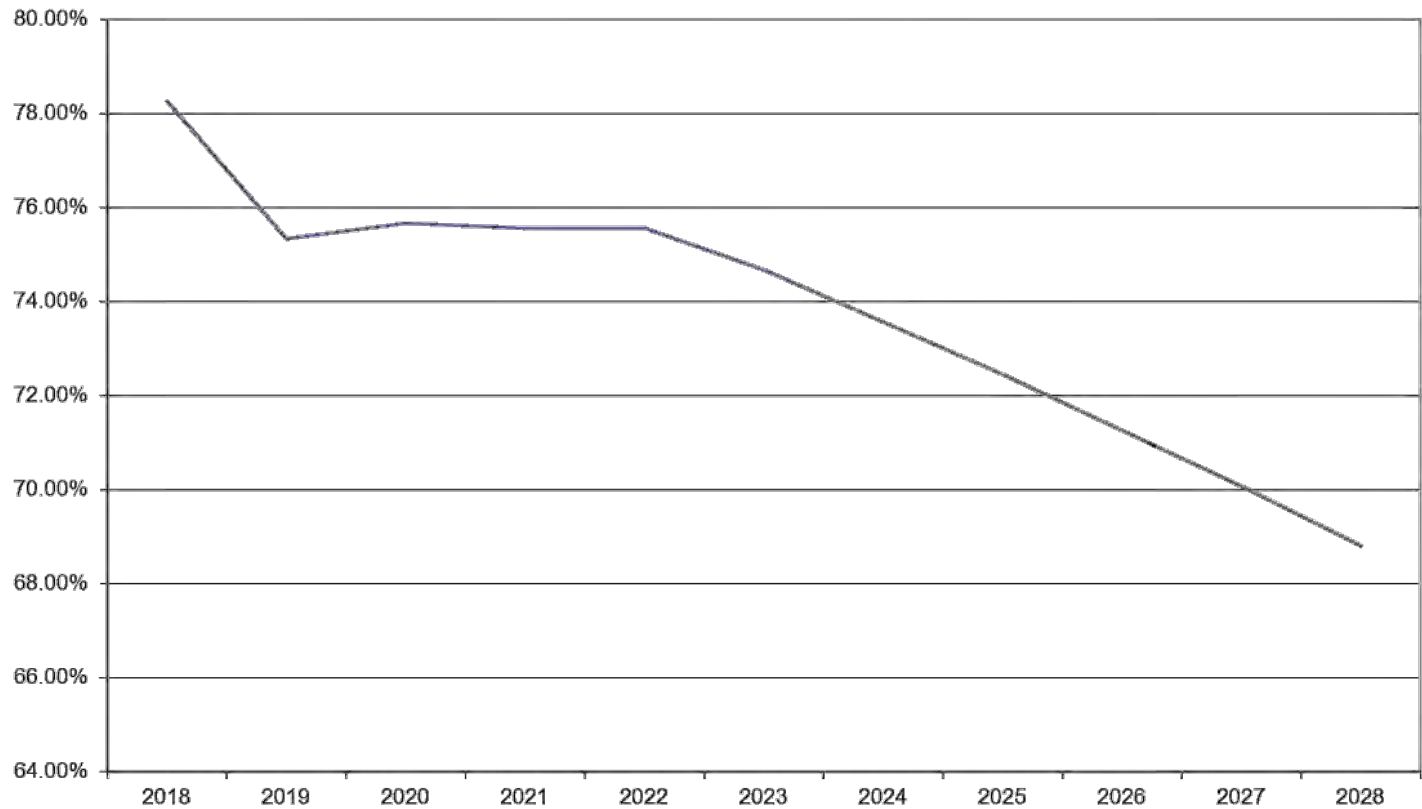
CHARTS – GENERAL FUND



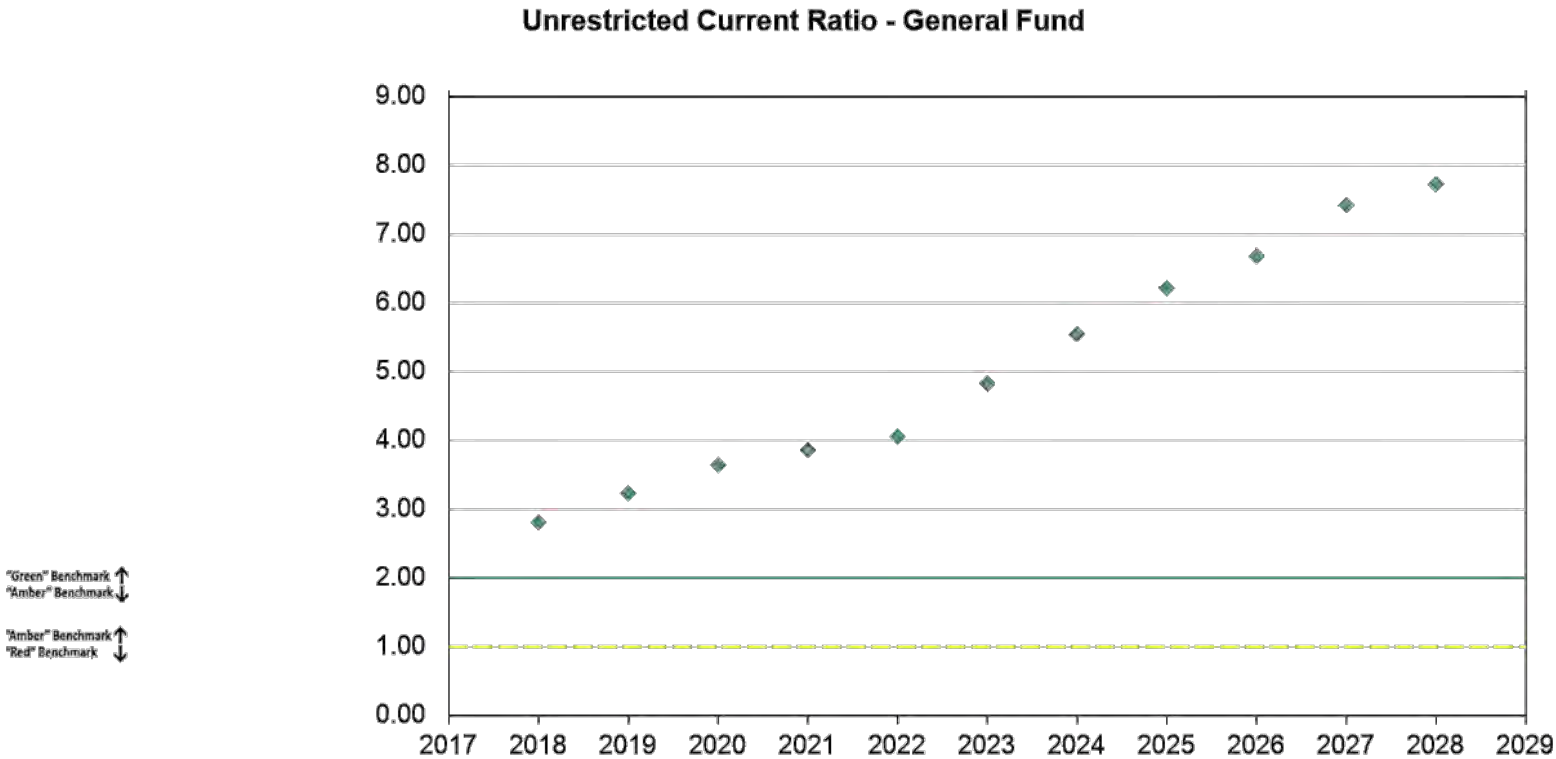
**Total Operating Income (excl. Capital Income) vs Total Operating Expenditure (excl. Depreciation) (per P&L) - General Fund**



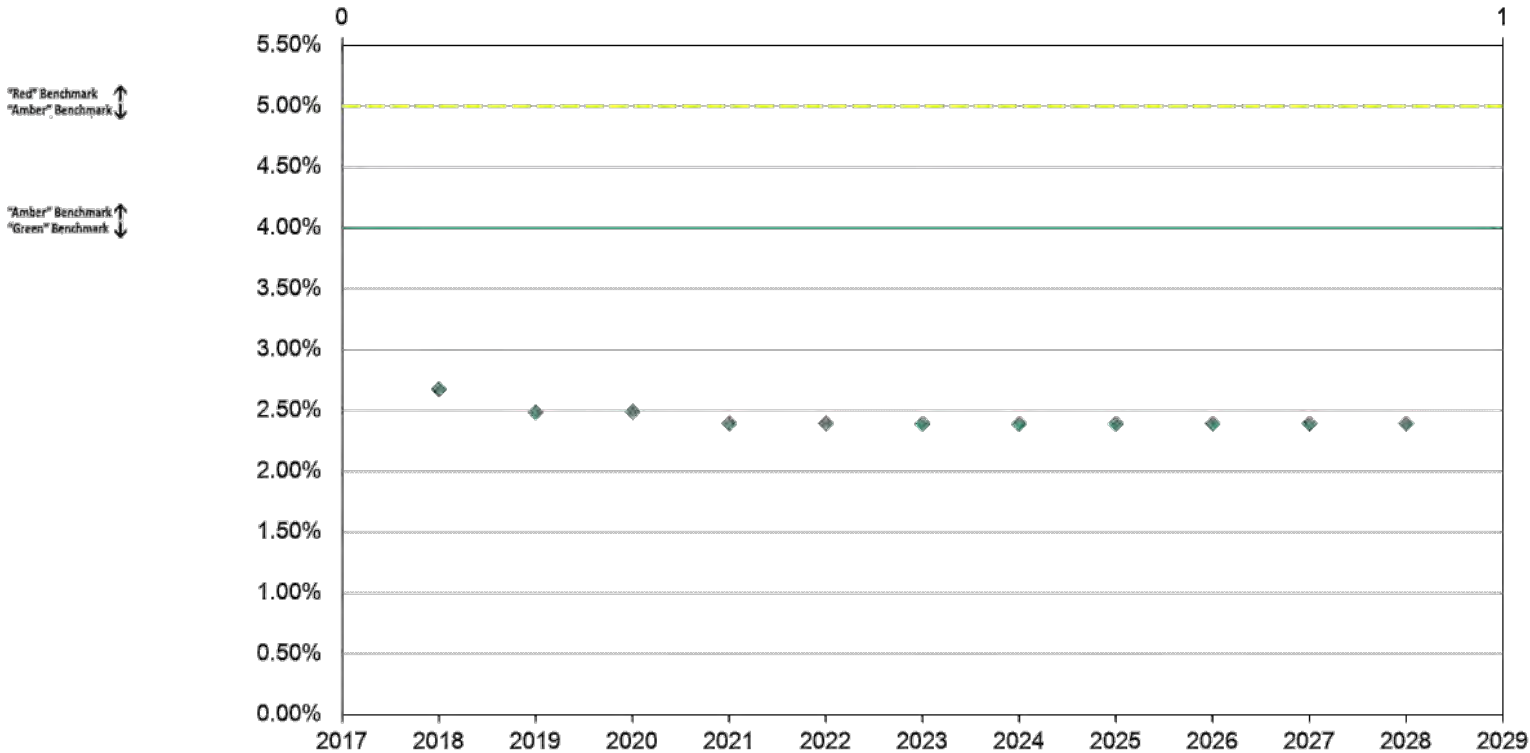
Own Source Operating Revenue Ratio - General Fund

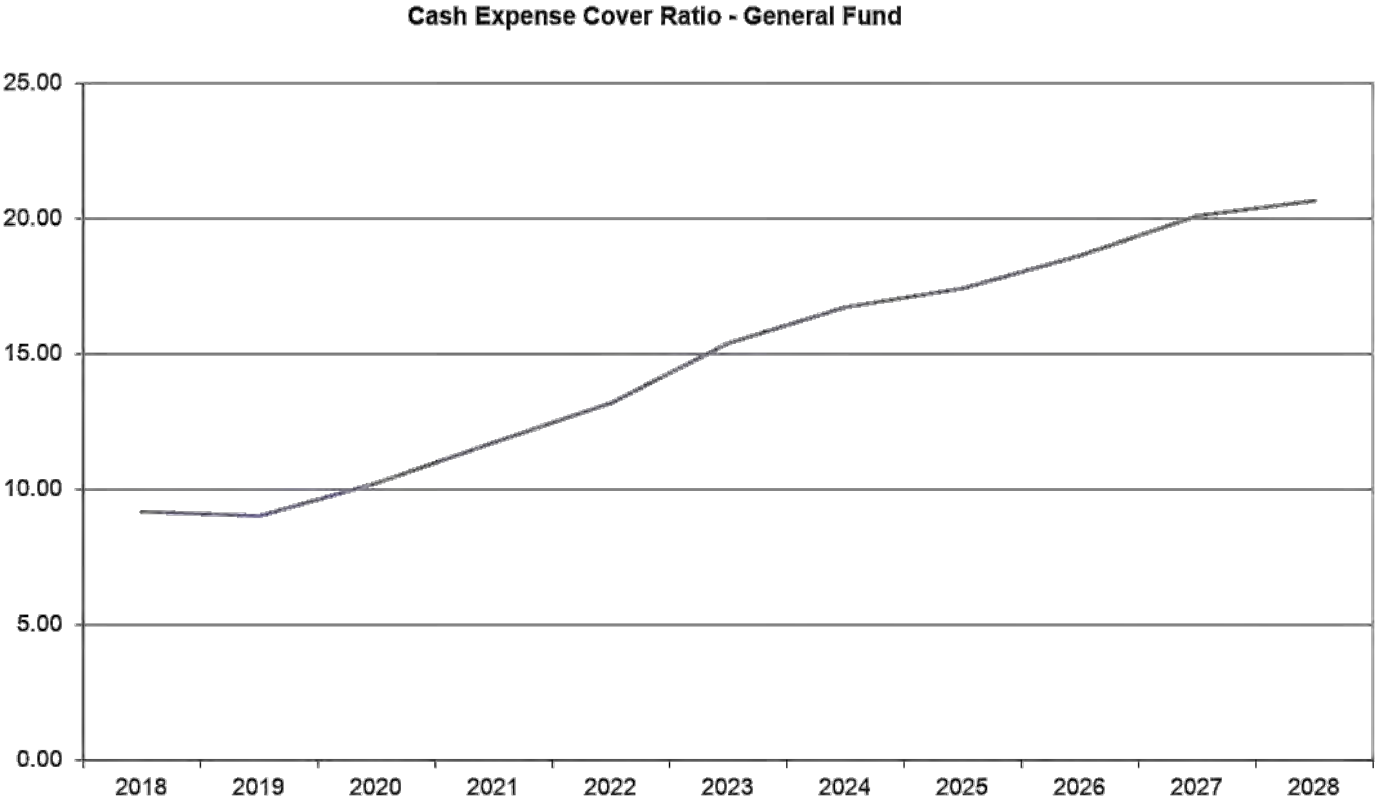




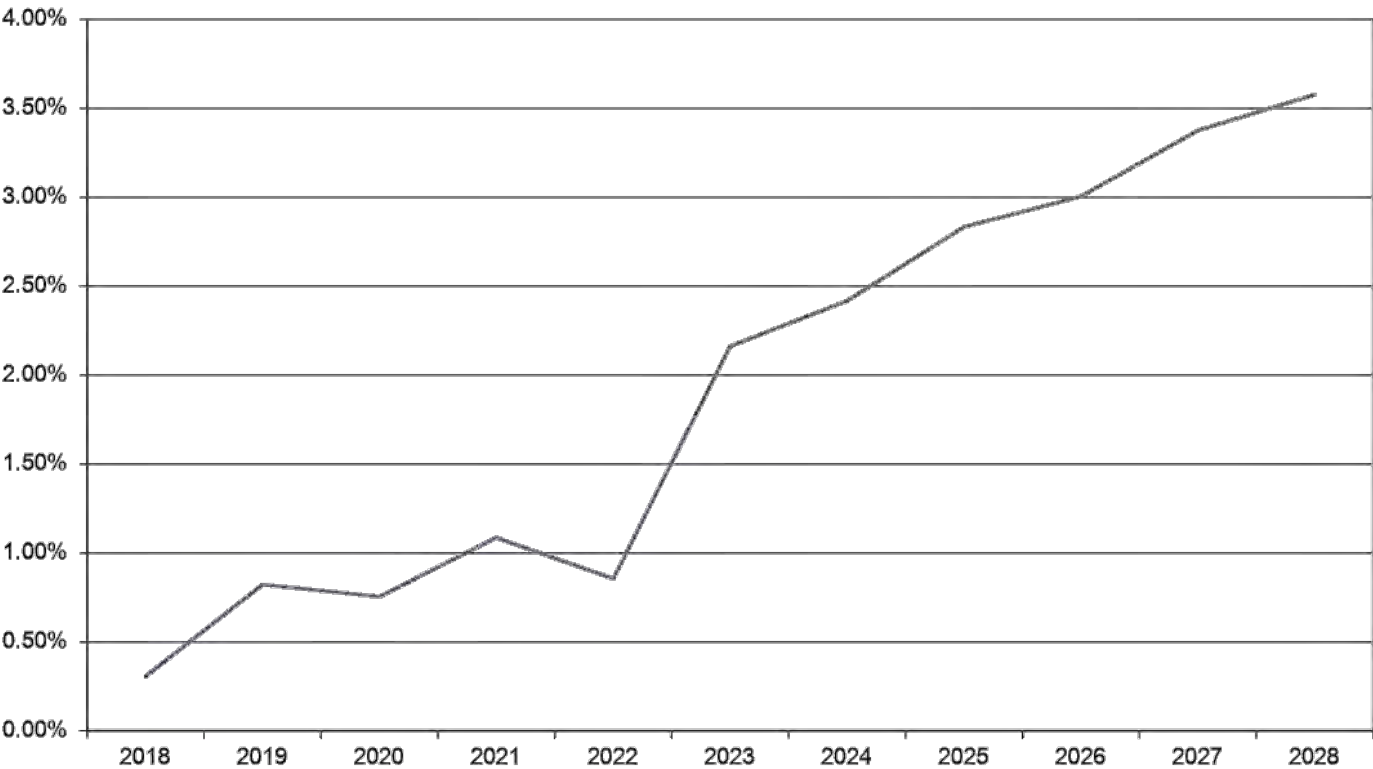


Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage - General Fund



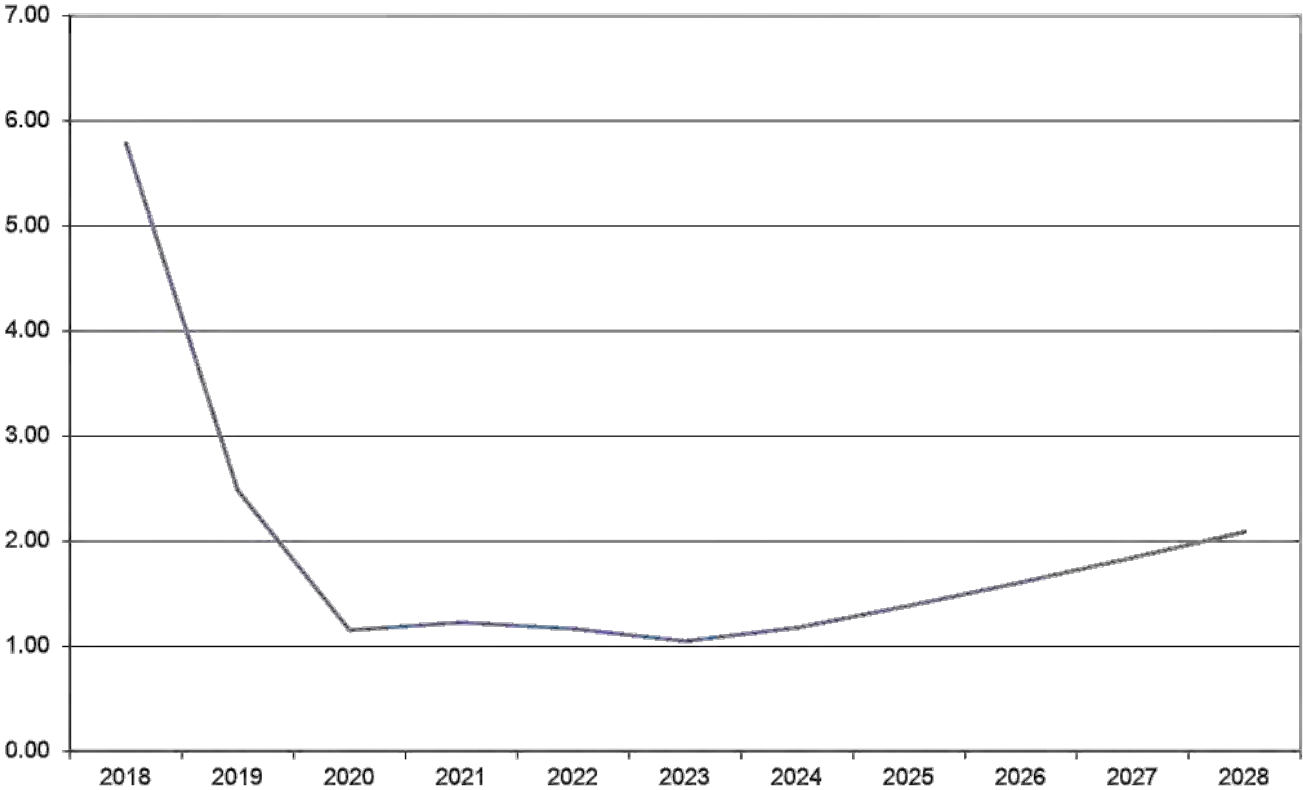


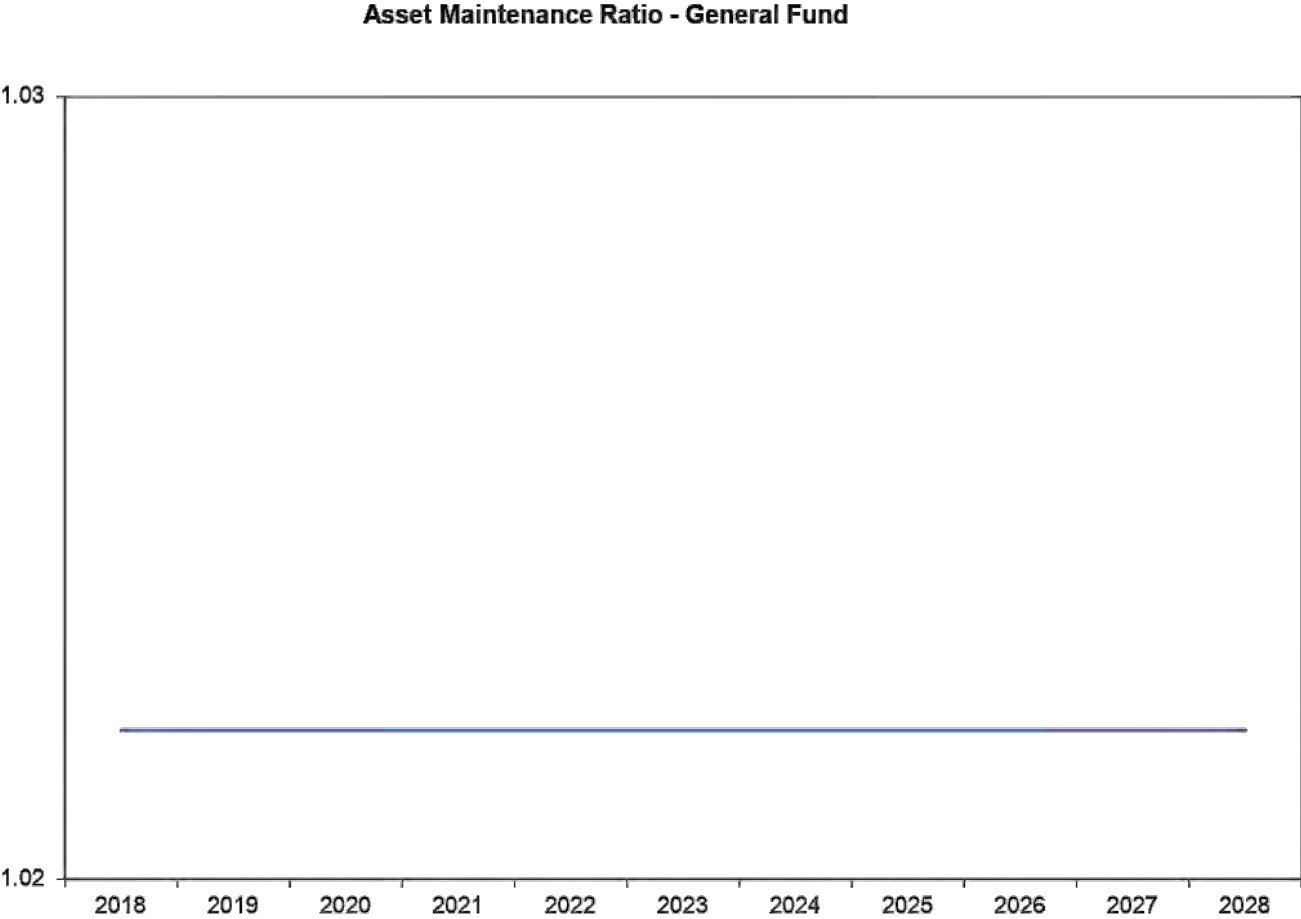
Operating Performance Ratio - General Fund

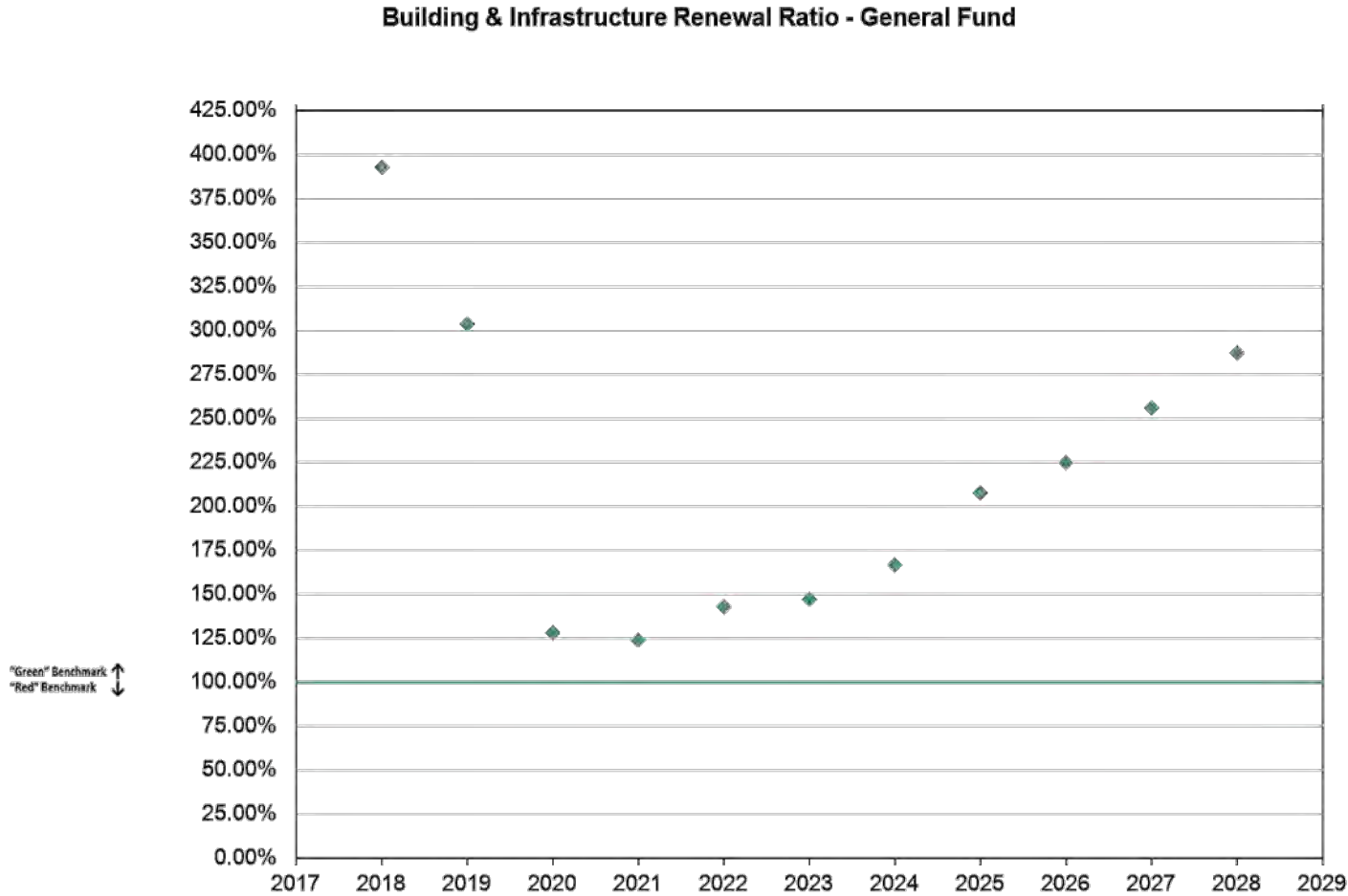




Capital Expenditure Ratio - General Fund







## Part 2B: Workforce Management Plan

### Message from the General Manager

Our ten year Community Strategic Plan (CSP) concentrates on 5 key directions to ensure Strathfield Council are attending to the community's priorities. The CSP directions are:

1. Connectivity
2. Community Wellbeing
3. Civic Pride and Place Management
4. Liveable Neighbourhoods
5. Responsible Leadership

Our *One Team, One Council, Moving Forward* is Council's Workforce Management Plan that supports Council's values and key directions and assists Council in achieving its community vision.

The strategies identified will enable Council to evolve and attain a workforce that is flexible, adaptable and responsive to the Community's needs in the future resulting in improved infrastructure, services delivery and overall community satisfaction.

Our Workforce Management Plan will continue to adapt year on year to respond to the challenges Council faces with the emergence of new technology, an ageing workforce, skill and gender gaps as well as attraction and retention of skilled leaders and employees.

Council can only succeed with the right people in the right jobs. We acknowledge and understand that in order to successfully deliver for the community a major focus needs to be on our people. We aspire to be *One Team, One Council Moving Forward* for years to come.



Henry T. Wong  
General Manager





## Introduction

The NSW Government's Integrated Planning and Reporting Framework require Councils to review and develop strategies pertaining to financial, asset management and workforce planning, which form the Resourcing Strategy for the Council.

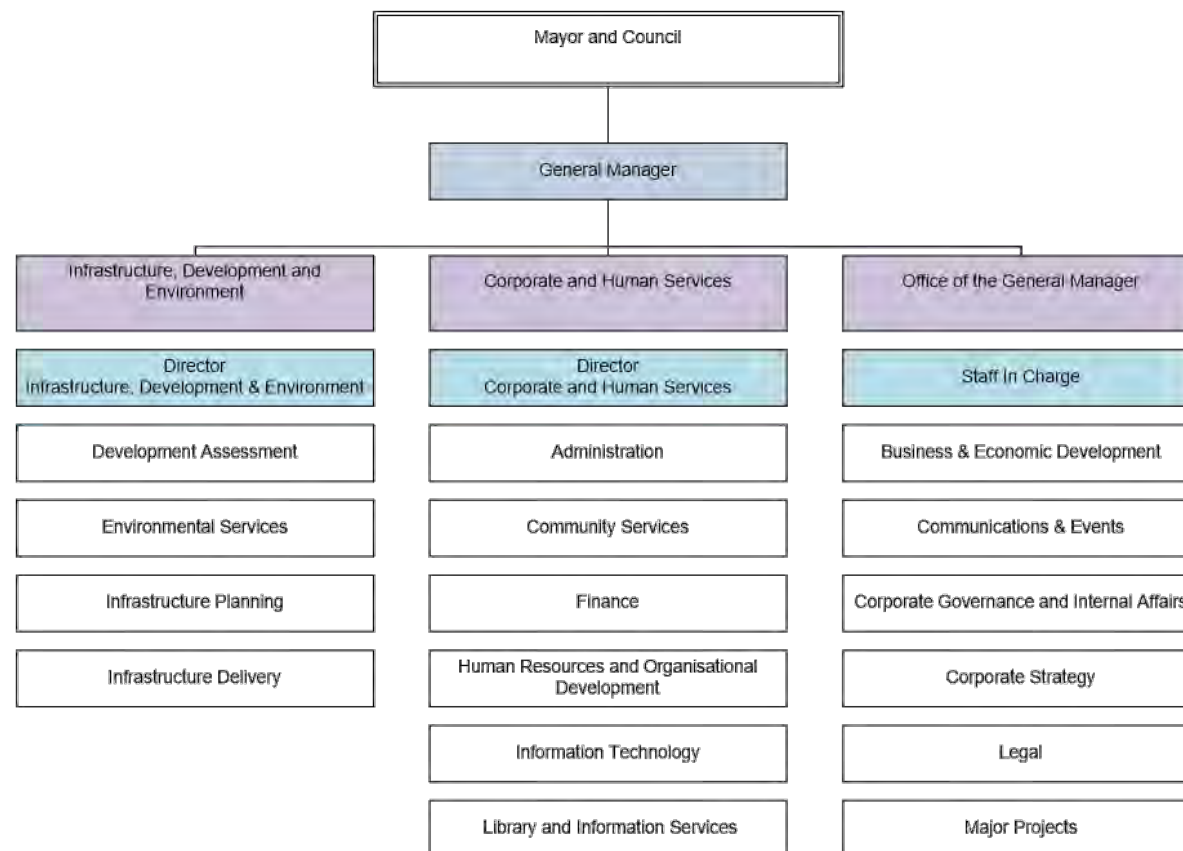
The Resourcing Strategy supports and enables the four year Delivery Program and the one year Operational Plan for Council.

Workforce planning is a continual process of identifying the strengths and opportunities for enhancement of the workforce; identifying threats and risks posed by internal or external factors; establishing future workforce requirements; and reviewing the effectiveness of strategies that ultimately aim to enhance and develop the collective capacity and capability of the workforce to deliver services to the communities within the Strathfield Local Government Area.

The following pages set out Council's functional structure; profiles the current workforce; identifies challenges that Council's workforce is projected to face in coming years; and specifies a series of strategies to enhance Strathfield Council's efficient, effective, adaptable and resilient workforce.



## Our Organisational Profile



*Council's Organisational Chart - March 2018*

## Workforce Profile

No.	Topic	Numbers	%
1	Approved number of positions	217	-
2	Headcount	188	-
3	Female employees	68	36.17%
4	Male employees	120	63.83 %
5	Female employees at Manager Level and above	7 out of 24	29.16%
6	Number of new starters in financial year	83	-
7	Length of service - less than 2 years	95	50.53%
8	Length of service - between 2- 5 years	26	13.84%
9	Length of service – over 5 years	67	35.63%
10	Average length of service	6 years	-
11	Number of employees over the length of service average	24	12.76%
12	Turnover	45	23.93%
13	Staff turnover in first year of employment	14	7.44%
14	Female first year turnover rate	6	42.85 %
15	Male first year turnover rate	8	57.15%
16	Training spent per FTE p/a	\$815	-
17	Gender diversity		
	Baby Boomers (1943 – 1966): 70	Male - 44 Female - 26	37.23%
	Generation X (1967 – 1980): 50	Male – 33 Female – 17	26.59%
	Generation Y and Younger (Post 1980): 68	Male – 43 Female – 25	36.17%
	Average age across Council	44	-

*\*Data indicative as of 30 June 2017*



## Workforce Challenges

The Human Resources and Organisational Development department has undertaken a review of the workplace to identify workforce challenges that have formed the basis of this document.

The identified challenges are:

- Leadership and employee skill gaps
- Attraction and retention of skilled leaders and employees
- An ageing workforce
- Limited representation of female employees within Council
- Silo culture

## Workforce Strategy

This document, One Team, One Council Moving Forward represents our overall workforce strategy for how we will support our workforce in response to the challenges identified. By identifying Key Improvement Areas, we have established a framework on where to focus our attention.

Key Improvement Areas

- Leadership
- Talent
- Capability
- Culture





## Leadership

Encouraging open and honest communication among leaders and employees will enhance employee engagement and help drive high performance at Strathfield Municipal Council.

Key Improvement Area	Priority	Strategy	Measurement
Leadership	• Communication	<ul style="list-style-type: none"> <li>• Implement Leadership Development Program</li> <li>• Build a culture of open communication where feedback from staff is welcomed by senior leaders</li> <li>• Create forums for senior leaders to listen to staff's concerns</li> <li>• Assess current communication channels and adjust them in order to enhance how senior leaders keep staff informed of Council's matters</li> </ul>	<ul style="list-style-type: none"> <li>• 100% senior leadership participation in Leadership Development Program</li> <li>• Climate Survey Leadership and Involvement categories favourable scores % to increase by 5% year on year</li> </ul>
	• Values	<ul style="list-style-type: none"> <li>• Facilitate Values Refresher sessions for leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Survey Leadership category favourable score % to increase by 5% year on year</li> </ul>
Talent	• Recruitment and Selection	<ul style="list-style-type: none"> <li>• Develop selection panels' capability to select the right individual for the right job (meritocracy)</li> <li>• Introduce psychometric testing for the recruitment of all leader roles</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce total turnover rate by 5% (from 23.93% to 18.93%) by June 2018 and by an additional 5% (to 13.93%) by June 2019</li> </ul>
	• Skill Shortages	<ul style="list-style-type: none"> <li>• Identify skill shortage gaps in key areas and develop and implement targeted attraction strategies to address them</li> <li>• Introduce Trainee and Apprentice positions covering areas with skill shortages</li> <li>• Provide career development opportunities to employees to transition into skill shortage jobs</li> </ul>	<ul style="list-style-type: none"> <li>• 80% conversion of traineeships and apprenticeships to full time employment with Council</li> </ul>
	• Talent Management and Succession Planning	<ul style="list-style-type: none"> <li>• Implement Leadership Development Program (IDP)</li> <li>• Create matrix to determine high risk areas and action plan accordingly</li> <li>• Develop leaders' accountability for spotting, developing and retaining the next generation of leaders</li> <li>• Identify and review high potentials and develop IDPs that provide opportunities to grow, be empowered and work on interesting assignments</li> </ul>	<ul style="list-style-type: none"> <li>• 100% leaders participation in Leadership Development Program</li> <li>• Implement a succession plan for key areas of the business by December 2018</li> </ul>
	• Employee Value Proposition	<ul style="list-style-type: none"> <li>• Develop Council's Employer Brand by conducting employee focus groups</li> <li>• Develop a strong online campaign highlighting benefits of working at Council</li> </ul>	<ul style="list-style-type: none"> <li>• 25% increase in job applicant response rate for shortage skills jobs within 6 months of roll out</li> </ul>
	• Diversity and Inclusion	<ul style="list-style-type: none"> <li>• Include an EEO goal in leaders IDPs</li> <li>• Enhance flexible working arrangements to target females with caring responsibilities</li> <li>• Introduce a marketing campaign to promote diversity and inclusion in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Increase female participation in Council's workforce by 14% (from 36.17% to 50.17%) by December 2019</li> </ul>

## Capability

Developing leaders and employees is important to improve employee engagement, enhance Council's performance and position Council a step ahead to serving the community of the future.

Key Improvement Area	Priority	Strategy	Measurement
Capability	• Organisational Capability	• Examine Council's SWOT, identify organisational capabilities required and implement HR, leadership and organisational practices aligned to Council's CSP	• Improvement in all key HR metrics year on year
	• Competencies	• Review Competencies for each role	• Improvement in all key HR metrics year on year
	• Induction and Onboarding	• Introduce a 'Welcome Concierge' concept to ensure candidates are supported from the moment they apply to Council to the end of their probation period if selected • Implement Compliance Training Program	• Feedback from focus groups is positive across all milestones of Council's Induction and Onboarding processes and is sustained
	• Employee Development	• Implement Employee Development Program • Create IDPs	• Reduce total turnover rate by 5% (from 23.93% to 18.93%) by June 2018 and by an additional 5% (to 13.93%) by June 2019 • Climate Survey Learning and Development category favourable scores % to increase by 5% year on year
	• Performance Management	• Review and enhance Council's performance management process and system • Clarify performance objectives focusing on right outcomes, provide honest feedback, introduce regular 1-1s and WIPs • Facilitate employee performance reviews • Implement new performance management process in July 2018	• End of financial year performance review completed by end of June 2018 • New performance management process implemented by September 2018 • Climate Survey Performance Appraisal category favourable score % to increase by 5% year on year
	• Reward and Recognition	• Introduce informal recognition initiatives • Enhance Employee Service Awards	• Climate Survey Rewards and Recognition category favourable score % to increase by 5% year on year
	• Managing Council's ageing workforce - Transition to Retirement (TTR)	• Promote TTRs • Adapt flexible working arrangements to cater for TTR • Ensure knowledge is shared by TTR employees with less experienced employees	• Climate Survey Learning and Development category favourable score % to increase by 5% year on year

## Culture

Senior leaders play a very important role in developing a positive and professional work environment, one that creates a sustainable and high performing culture. A best practice approach to leadership will contribute to engaging Council's staff and bring forward their best contribution to the organisation.

Key Improvement Area	Priority	Strategy	Measurement
Culture	• Culture Management	<ul style="list-style-type: none"> <li>• Implement Leadership Development Program</li> <li>• Reinforce Council's collective sense of purpose</li> <li>• Facilitate Values Refresher sessions</li> <li>• Leaders to reinforce desired behaviours when making salary review and step progression decisions</li> <li>• Leaders and HR&amp;OD team members to become the custodians of Council's culture and values</li> </ul>	• Climate Survey overall results to improve by 5% year on year
	• Change Management	• Develop and launch Council's Change Management Model to be used by all leaders to ensure a consistent approach to change management is used across Council when implementing any system, process or culture change	• Climate Survey Involvement category favourable score % to increase by 5% year on year
	• Employee Relations	• Develop, implement and maintain an Employee Relations strategy to enable a positive work environment, increase communication with employees and reduce employee grievances	• Climate Survey Leadership and Involvement categories favourable scores % to increase by 5% year on year
	• Reward & Recognition	• Review salary structure and adopt a salary restructure that reflects the value of the jobs and ensures fair compensation.	• Climate Survey Rewards and Recognition category favourable scores % to increase by 5% year on year
	• Values	• Introduce a Values Award – Double reward for targeted values (e.g. Teamwork across sections)	• Climate Survey Cross Unit Cooperation category favourable scores % to increase by 5% year on year

## Review

This Workforce Management Plan shall be reviewed, updated and enhanced annually to reflect changes within the Council's business environment and projected impact of influence on the capacity of the workforce.



## Part 2C - Asset Management Policy

### Introduction

#### 1.1 TITLE AND COMMENCEMENT

This policy is titled Asset Management Policy.

#### 1.2 BACKGROUND AND PURPOSE OF POLICY

The charter of local government established in the Local Government Act 1993 provides a set of principles that guide councils in the carrying out of their functions. In connection with asset management, the charter states that Council must:

- provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- have regard to the long term and cumulative effects of its decisions
- bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- engage in long-term strategic planning on behalf of the local community.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's asset management for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting

framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Underpinning the planning and reporting framework is the need for council to take a long-term view when making decisions and the need to consider social, economic and environmental and civic leadership outcomes, also known as the 'quadruple bottom line (QBL)'. Asset Management Strategies must include an Asset Management Policy.

#### 1.3 OBJECTIVES OF THE POLICY

The objectives of the policy is to set out a framework for implementing consistent asset management processes and ensure that adequate provision is made for long-term and sustainable asset management, which requires that:

- assets are managed in accordance with relevant legislation, best practice, appropriate accounting standards and reporting requirements
- assets management reflects the community's vision and priorities and is integrated with Council's Community Strategic Plan and Delivery Program
- an asset 'whole of life cost' approach is taken to asset management in the development of operational, maintenance, renewal, augmentation and investment
- asset management is measured against defined levels of service
- "quadruple bottom line" (QBL) sustainability outcomes are considered in development of strategies and policies.

#### 1.4 COVERAGE OF THE POLICY

This policy applies to all assets owned or controlled by Council and forms part of the resourcing strategy which supports Council's Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act 1993 and Office of Local Government's Integrated Planning and Reporting Guidelines and Manual.

#### 1.5 DEFINITIONS

Council 'assets' are infrastructure assets and include but are not limited to:

- buildings
- roads and associated infrastructure
- drainage and stormwater infrastructure
- public open space and facilities such as playgrounds and sportsfields

Asset Management is the bringing together of management, financial, economic, engineering, and other disciplines applied to physical assets with the objective of providing the required level of service in the most cost effective manner .

Asset Management Strategy covers the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/ replacement, disposal, and performance monitoring to ensure that the desired level of service and other operational objectives are achieved at optimum cost .



Level of Service is the defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, statutory functional requirements, environmental, acceptability and cost.

Life Cycle is the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset ie from planning and design through to decommissioning or disposal. It should be noted that infrastructure assets may have an indeterminate life and as such this definition may not apply.

*"Strathfield 2030" is Council's Community Strategic Plan. This plan is Council's highest level plan that identifies the community's priorities and aspirations for the future and the plan strategies for achieving these goals.*

*"Sustainability" for the purposes of this policy means Quadruple Bottom Line (QBL) - economic, environmental, social and civic leadership considerations that underpin Council's strategic and resourcing strategies.*

### 3.0 POLICY STATEMENT

Strathfield Council owns and/or operates a significant portfolio of assets. As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the minimal life cycle cost (LCC) whilst controlling exposure to risk and loss.

In order to achieve this, Council is committed to the following principles:

- Asset management strategy and planning will integrate with and support the vision, desired outcomes and objectives of the Community Strategic Plan "Strathfield 2025", Delivery Program and Council policies and procedures.
- Development of asset management strategies will reflect the infrastructure requirements of present and future members of our community.
- 'Whole of life' costs will be used as basis for making decisions regarding asset acquisition, use, replacement, maintenance and disposal. Life cycle costs will be considered in all decisions relating to new services and assets as well as upgrading existing services and assets.
- Council provided infrastructure will be planned, designed, constructed, costed and maintained to ensure that the management of the infrastructure is sustainable.
- That third party agreement for use of Council's infrastructure such as Council facilities will include

provisions that recognise and support sustainable management of the relevant asset.

- That a strategic and systematic approach to asset management that meets legislative requirements, embraces industry standards and best practice will be applied throughout Council.
- Councillors are responsible for ensuring that sufficient resources are available and applied to manage Council's assets and the longer term and cumulative effect of decision making is considered when determining Council policy, plans and strategies.
- The General Manager and/or authorised officers are responsible for the managing the assets in accordance with this Policy, Council's adopted Asset Management Strategy, and related Asset Management Plans.
- Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements
- Council will develop and review its Asset Management Plans on a minimum four year cycle.
- Council will maintain and update its asset management system with comprehensive information of all infrastructure assets.
- Council's asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training.

## Part 2C - Asset Management Strategy

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## 1. Introduction

### 1.1 BACKGROUND

Strathfield Council is following the guidelines that accompany the Local Government Amendment (Planning and Reporting) Act 2009 in the development of this strategic asset management plan. The Act makes the development of a strategic asset management plan a mandatory requirement for NSW local governments.

The primary role of assets is to support the delivery of services that deliver Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support.

The cost of asset creation or acquisition is generally less than 20% of the life cycle cost of an asset which includes operation, refurbishment and disposal costs. Before any asset is purchased or constructed the life cycle costs and risks are considered as they will place an increased burden on Council's maintenance budget. In an extreme position, Councils can make themselves financially unsustainable in the longer term with an aggressive asset creation program that does not consider the life cycle costs.

The objective of this plan is to identify the balance between service delivery requirements to maximise the achievement of Council's long term objectives and the life cycle costs of asset ownership within agreed risk tolerances. The information currently available for each asset groups dictates the level of sophistication of the strategy for that asset class.

### 1.2 PLANNING RELATIONSHIPS

The current council planning framework has been revised to align with the legislated planning framework in the Local Government Amendment (Planning and Reporting) Act 2009 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspiration objectives of Council to ensure that there is not an over commitment to resources (particularly assets) in the short term.



The long term community strategic plan for Strathfield Council is outlined in Strathfield 2030. This document provides a series of strategic drivers for the community with each driver having a number of goals and strategic actions to achieve the desired goals. It should be noted that Strathfield 2030 includes objectives in which Council will perform an advocacy role of guiding the private sector and other entities in delivering the objectives in the plan.

The key strategic priorities have been developed and linked to a strategy in the long term community strategic plan. These priorities also guide the four year delivery program. As both the long term community strategic plan and the four year delivery program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements.

The integrated planning and reporting framework diagram shows the relationship between the various plans and resourcing strategies.

As part of this planning process, Council has also prepared a resourcing strategy which includes a Long Term Financial Plan, an Asset Management Policy, Asset Management Strategy and the Workforce Management Plan.

Strathfield 2030, the Delivery Program and Operational Plan have informed and been informed by the Resourcing Strategy, which includes Long Term Financial Planning, Workforce Management Planning and Asset Management Planning.

## 2. Policy and Objectives

### 2.1 BACKGROUND

The charter of local government established in the Local Government Act 1993 provides a set of principles that guide councils in the carrying out of their functions. In connection with asset management, the charter states that a council must:

- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for asset maintenance and enhancement.
- Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Councils should consider the long term and cumulative effects of actions on future generations.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's service delivery for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Asset management strategies must include an asset management policy.

### 2.2 COVERAGE

This policy applies to all infrastructure assets owned or controlled by Council and forms part of the resourcing strategy which supports the Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act and Office of Local Government's Integrated Planning and Reporting Guidelines.

### 2.3 OBJECTIVES

The objective of the policy is to set out a framework for implementing consistent asset management processes and ensure that adequate provision is made for long-term and sustainable asset management, which requires that:

- assets are managed in accordance with relevant legislation, best practice, appropriate accounting standards and reporting requirements
- asset management reflects the community's vision and priorities and is integrated with Council's Community Strategic Plan and Delivery Program
- an asset 'whole of life cost' approach is taken to asset management in the development of operational, maintenance, renewal, augmentation and investment
- asset management is measured against defined levels of service
- "Quadruple bottom line" (QBL) assessment of sustainability for social, economic, environmental and civic leadership outcomes is achieved.

### 2.4 POLICY

Strathfield Council owns and/or operates a significant portfolio of assets. As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the lowest possible overall cost whilst controlling exposure to risk and loss.

In order to achieve this, Council is committed and adopts the following principles:

- Integrate asset management strategy and planning with the vision, desired outcome and objectives of the Strathfield Community Strategic Plan 'Strathfield 2030'
- Provide assets that reflect the infrastructure requirements of present and future members of our community
- Council will provide infrastructure that is planned, designed, constructed, costed and maintained to ensure that infrastructure is sustainable.
- That a strategic and systematic approach to asset management that meets legislative requirements, embraces industry standards and best practice will be applied throughout Council.
- Councillors are responsible for ensuring that sufficient resources are applied to manage Council's assets and the longer term and cumulative effect of decision making is considered when determining Council policy, plans and strategies.



- The General Manager and/or authorised officers are responsible for the managing the assets in accordance with this Policy, Council's adopted Asset Management Strategy, and related Asset Management Plans.
- Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements
- Council will develop and review its Asset Management Plans on a minimum four year cycle.
- Council will maintain and update its asset management system with comprehensive information of all infrastructure assets.
- Asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training

Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements:

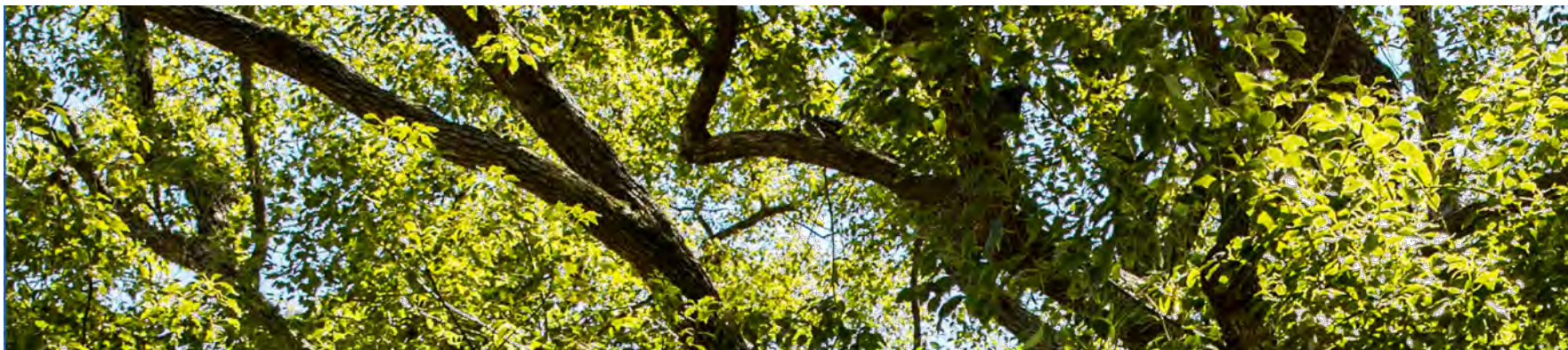
- Council will develop and review its asset management plans on a minimum four year cycle
- Council's asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training

## 2.5 ADOPTION OF POLICY

Council's Asset Management Policy was adopted by Council at its meeting held on 2 December 2014.







### 3. Levels of Service

#### 3.1 CONTEXT

Asset management planning includes the active engagement of and consultation with the community to explain the impact on all people that use the infrastructure asset network, and to determine the community's service level expectations for infrastructure assets.

Quality information from community members and stakeholders ensures the current and future infrastructure across the Strathfield LGA is managed by Council to achieve the principles of equity, access, participation and right. This information from the community is integrated with data, research and technical and financial information in preparing Asset Management Strategies and Plans and Long Term Financial Plan.

The level of service for each asset category defines what Council intends to deliver to the community with respect to its assets and the level of service the community can afford. The level of service for each

asset category is based on community expectations, legislative requirements and Council policy.

Asset levels of service for each asset category focuses on how the community experiences the asset (relating to factors such as condition, quality, reliability, responsiveness, sustainability, timeliness, accessibility, cost and functionality) and technical characteristics required to deliver the asset.

There is a direct relationship between the level of service provided by an asset and the cost to provide it. As the level of service becomes higher, the cost to provide it also increases. Council considers these factors in relation to each asset category and for the infrastructure network as a whole.

#### 3.2 STRATHFIELD 2030

The Vision for Strathfield Local Government area is detailed in Strathfield 2030 the Council's Community Strategic Plan and is detailed as:

*"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected*

*transport, business and educational institutions".*

#### 3.3 LEVELS OF SERVICE STANDARDS

Strathfield Council has adopted asset condition 3 as 'satisfactory' for the purposes of asset management. This service standard was adopted by resolution of Council on 1 September 2015 following community engagement processes described in 3.3.

#### 3.4 COMMUNITY ENGAGEMENT

Council has consulted with the community on frequent basis since 2009 to engage the community in determining agreed service levels. The results of successive surveys and engagement have indicated that the assets of highest importance to the community are roads and footpaths, though all assets are considered to be of medium to high importance. Generally, the community is satisfied with the management of Council's assets, with no asset class achieving a less than medium satisfaction rating. On this basis, Council has adopted 'average' (condition 3) as the agreed minimum service level for management of all types of physical infrastructure assets.





In 2014, Council commissioned an independent community survey (IRIS Research) to ascertain views on Council's management of community assets.

Infrastructure	Importance rating	Rating score
Local roads	1	High
Footpaths	2	High
Stormwater drainage	3	High
Parks, playgrounds and reserves	4	High
Kerbs and Gutters	5	High
Libraries	6	Medium
Sporting fields	7	Medium
Community buildings and halls	8	Medium
Bike paths	9	Medium

The top five assets were in the 'high' importance range with the most important asset to residents was found to be 'local roads' with 92.6% providing a high importance rating. The remaining four infrastructure assets were deemed 'medium' importance.

Infrastructure	Importance rating	Rating score
Libraries	1	High
Parks, playgrounds and reserves	2	High
Sporting fields	3	Medium
Stormwater drainage	4	Medium
Kerbs and gutters	5	Medium
Community buildings and halls	6	Medium
Bike paths	7	Medium
Local roads	8	Medium
Footpaths	9	Medium

Libraries and parks, playgrounds and reserves were considered to be in the 'high' satisfaction rating with all other assets in the medium satisfaction rating. No asset was ranked with a low satisfaction rating.

This survey also indicated that the community considers that well maintained community assets were highly important. All the following statements received high agreement ratings:

- The appearance and attractiveness of my area is important to me (90.1% agreement)
- Well maintained and quality local infrastructure and facilities is important to the value of property in my area (86.3% agreement)
- Well maintained and quality local infrastructure provides with me with a better quality of life in my area. (82.5% agreement).

In May and June 2015, Council conducted a community engagement which permitted any member of the public to have their say on Council's asset management. Council's community engagement process utilised number of techniques to enable the community to engage in the way/s that best suit their level of interest, availability and preferences. This included:

- An information flyer was issued to each household
- A community survey was advertised and accessible on Council's website. Print copies of the survey were available from Council's Customer Service and Libraries.
- Information on the review and engagement was published on Council website
- Static information displays with feedback options were featured at Strathfield Library
- Face-to-face engagement opportunities.

The results from the community engagement were consistent with previous engagements. Overall, the community considered Council's current asset management program to be well managed with no asset classes rating in the low category in either importance or satisfaction.

Infrastructure	Importance rating	Rating score
Local roads	1	High
Footpaths	2	High
Community buildings and halls	3	Medium
Stormwater drainage	4	Medium
Kerbs and Gutters	5	Medium
Parks, playgrounds and sporting fields	6	Medium

Infrastructure	Importance rating	Rating score
Community buildings, libraries and halls	1	High
Parks, playgrounds and sporting fields	2	High
Stormwater drainage	3	Medium
Local roads	4	Medium
Kerbs and Gutters	5	Medium
Footpaths	6	Medium

The survey requested that residents compared the standard of asset management to other council areas.

Question	Agreement response
Strathfield Council's assets are better maintained than other councils	72%
Strathfield Council's assets are in similar condition compared to other councils	17%
Strathfield Council's assets are worse than other councils	3%
Can't say	6%







### 3.5 INTEGRATION

Assets play an important part in the delivery of services to our community. As such infrastructure assets play both a direct and an indirect role in the delivery of a number of the key community drivers and Council actions. The table below indicates which assets play a role in the delivery of Councils key strategies linked to Strathfield 2030, the community strategic plan themes, goals and strategies.

TABLE 3.1 – ASSET LINKAGES TO THE COMMUNITY STRATEGIC PLAN

Theme	Goal	Strategy	Roads	Drainage	Buildings	Parks
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology			✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs			✓	✓
		2.2.2 Promote healthy and active living programs	✓		✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓		✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓		✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓
		3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓
	3.2 Creative and cultural community	3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓
		3.2.1 Facilitate and support cultural and learning programs and activities			✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion			✓	

Theme	Goal	Strategy	Roads	Drainage	Buildings	Parks
LIVEABLE NEIGHBORHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community			✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

### 3.6 SERVICE LEVEL OUTCOMES

The asset management plans for each asset category specifically defines the community levels of service and the technical levels of service. Community levels of service are related to the service that the community receives. The community's expectations with regards to levels of service are communicated to Council via consultation. This can be measured in a number of ways, both tangible and intangible, such as appearance of facilities, speed of service and availability of service

These levels of service have been combined to deliver five asset related service level outcomes. The service level outcomes are:

1. Accessibility
2. Quality
3. Responsiveness
4. Affordability
5. Health and Safety

Each of the service level outcomes is related directly to Council's Community Strategic Plan Strathfield 2030 by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council. The service level outcomes and how they are related to the assets and Council's strategies are detailed in Table 3. 2 - Service level outcomes.

#### ACCESSIBILITY

To ensure the asset base performs as required it is essential that the assets are generally available to the community as required. As a service outcome the council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.







TABLE 3.2 – SERVICE LEVEL OUTCOMES

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
		2.2.2 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.3 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies		✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓			✓



Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVEABLE NEIGHBORHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓		✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

## 4. Future Demand

### 4.1 DEMAND FORECAST

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- Population forecasts and density
- Changes in the demography of the community
- Lifestyle changes
- Residential occupancy levels
- Commercial/Industrial demand
- Technological changes which impact the asset
- Economic standing of the state
- Government policy
- Environmental needs, climate change etc

### 4.2 POPULATION FORECASTS

The estimated current and forecast resident population of Strathfield LGA from the New South Wales Local Area Population Projections is shown in below in table 4.1.

The major component of the historic population increase relates to increases in medium to high density unit dwellings in Strathfield. The population trend in Strathfield indicate large numbers of persons aged 15 to 35 years (36.138% in Census 2016), which is significantly larger than the Greater Sydney average (29.18.8%). There is generally smaller declining numbers of persons aged 65 years and over against Greater Sydney and Inner West region averages. The 'de-aging' of the population is due to a range of factors including increased numbers of medium to high density unit development and attraction of large numbers of students and persons of working age to Strathfield due to its transport and accessible geographical location. New development in Strathfield is characterised by a younger demographic. The majority of population growth is likely to occur within the northern section of Strathfield surrounding the rail stations and in the Parramatta Road corridor.

### 4.3 CHANGES IN TECHNOLOGY

Technology changes may affect the delivery of buildings services as a result of improvements to construction materials and methods and more efficient operational costs. These may potentially increase the life of some assets and reduce susceptibility to damage.

TABLE 4.1 - POPULATION PROJECTIONS (2016 NSW Department of Planning and Environment projections)

Year	Total Population	Annual Average Growth Rate	% age population 0-14 years old	% age population 15-39 years old	% age population 40-64 years old	% age population >65 years old
2036	64,900	1.5	7,961	23,700	20,050	10,050
2031	60,700	1.5	8,866	22,450	18,400	8,700
2026	55,900	2.1	10,771	21,900	16,650	7,550
2021	50,400	4.1	11,976	21,000	14,450	6,300
2016	41,250	2.1	12,581	17,400	11,800	5,100
2011	37,250	-	13,086	16,100	10,700	4,350



## 4.4 DEMAND MANAGEMENT PLAN

TABLE 4.2 - FUTURE DEMAND IMPACT ON ASSETS

Demand Factor	Impact on services – Building Assets	Impact on services – Drainage Assets	Impact on services – Roads Assets	Impact on services – Parks Assets
Population	Population growth will place an increased demand on buildings assets, especially libraries and community centres.	Population growth itself will not have a significant impact on drainage services, however the associated increase in buildings and impermeable areas will lead to increased demand on drainage assets	Population growth will place an increased demand for the provision of roads assets and increased private vehicle and public transport usage	Population growth will lead to an increased demand for and usage of parks and associated assets
Demographics	The trend towards an increasing and younger population will place an increased demand on some buildings assets, especially libraries and community centres		The trend towards an aging population will place a higher demand on public transport	The trend towards a younger population may lead to an increased demand for certain types of parks assets e.g. sporting and recreational facilities
Social/Economic			The trend towards increased medium to high density units will place a higher demand on public transport	The trend towards increased medium to high density units will lead to an increased demand for and usage of parks and associated assets
Transportation Changes			The design and provision of transport networks will need to address future needs, including the increased demand for public transport, cycle ways and footpaths	
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.
Environment and Climate	impacted by change such as more severe weather events.	Drainage assets will be impacted by change such as more severe weather events.	Some infrastructure assets may be impacted by change such as more severe weather events.	Some parks assets may be impacted by change such as more severe weather events.
Lifestyle	Will impact on the type and size of facilities provided into the future			Will impact on the type and size of sports catered for with recreational assets.
Technology	May require improved environmental management of facilities		May require improved environmental management of facilities	

## 5. Current Situation

### 5.1 ASSET MANAGEMENT ROLES AND RESPONSIBILITIES

The responsibilities relating to infrastructure assets within Council are as follows:

**Council** - Owns all assets and acts as a steward for the assets. The Council will set the asset management policy and vision, and ensures that resources are available for asset management activities.

**Executive** - Reviews the Strategic Asset Management Plan (including the four-year Asset Delivery Program) and asset business cases in line with the asset management policy, and advises Council on asset matters.

#### **Infrastructure Planning and Engineering Works**

**Manager** - Delegated by Council to act in the capacity of asset owner and make recommendations to Council, and responsible for the development of the Strategic Asset Management Plan which recommends the most sustainable use of available funds across the asset portfolios.

**Manager Service Delivery** - Responsible for the establishment and delivery of operations and maintenance and capital works programs for parks and building assets.

**Principal Engineer Civil Design** - With his team, assets engineers etc

### 5.2 ASSET MANAGEMENT SYSTEMS

All asset data for depreciation purposes is stored in the corporate financial system. The asset registers for asset management purposes are maintained in a series of standalone spread sheets maintained by the individual asset managers. It is recommended that to improve the asset management improvement program a single corporate asset register is established.

### 5.3 DATA COLLECTION AND VALIDATION

In the preparation of this asset management strategy and the development of the asset management plans, Council has used the most current and up to date information that it has available. This information will be required to be updated on a regular basis. Currently there is no fixed regime of data collection and or data validation. Data is collected as and when required.

As part of the asset management improvement plan it is proposed that these matters be addressed on an ongoing basis.





6. Life Cycle Management

6.1 LIFECYCLE MANAGEMENT STRATEGY

Council has collected asset condition data for most of its assets. This data is based on a 1 – 5 condition assessment as detailed across:

Condition Rating	Condition	Descriptor
1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Satisfactory and routine work is required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required



## 6.2 ASSET CATEGORY – ROADS

Demand Factor	Road Assets				
<b>Holdings</b>	<p>Council provides a road and footpath network throughout the Strathfield Council area comprising:</p> <ul style="list-style-type: none"> <li>97.5 km of Roads</li> <li>187 km Kerb and Guttering</li> <li>179 km Footpaths Cycle ways (not previously classed as a road asset)</li> <li>5 Road Bridges</li> <li>7 Pedestrian Bridges</li> <li>3 Road Culverts</li> <li>12 Car parks</li> <li>5488 Signs</li> <li>4947 Sign posts</li> </ul>				
<b>Available Data</b>	<p>A condition assessment of roads assets was undertaken in 2009. The current condition and estimated remaining useful life of the asset groups was based on the following:</p> <ul style="list-style-type: none"> <li>Roads surface Visual inspection</li> <li>Footpaths Visual inspection</li> <li>Bridges and culverts Visual inspection</li> <li>Other transport assets Visual inspection</li> <li>Roads pavement Visual inspection</li> <li>Kerb and Guttering Visual inspection</li> <li>Signs and Lines Visual inspection</li> </ul> <p>Condition is measured using a 1-5 rating system</p>				
<b>Condition Data</b>	Condition Rating	Surface	Pavement	K&G	Bridges
	Excellent	35%	35%	30%	40%
	Good	29%	29%	20%	30%
	Average	25%	25%	30%	25%
	Poor	10%	10%	15%	5%
	Very poor	1.0%	1%	5%	0%
<b>Main Findings</b>	<p>Generally, Council's roads assets are fully utilised and provided in accordance with industry design and safety standards where relevant.</p> <p>Ongoing restoration of the road surface caused by the service utility companies maintaining their assets will continue to pose the greatest impact on Council's over-all road asset conditions.</p> <p>Overall residents perceive roads as a very important asset and are somewhat satisfied with the performance and delivery of the asset.</p>				
<b>Budget Implications</b>	<p>Maintenance expenditure levels are considered adequate to meet current community levels of service.</p> <p>Restoration work is undertaken to restore the assets following work on or under the asset carried out by others, e.g. utilities companies. The restoration works are fully funded by the organisation that carried out the work on or under the road.</p> <p>The estimated expenditure for maintenance and renewals on road assets is to remain at existing levels. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7 - Financial Forecasts details the asset expenditure over the life of this strategy.</p> <p>An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis and as required.</p>				



## 6.3 ASSET CATEGORY – DRAINAGE

Demand Factor	Road Assets				
<b>Holdings</b>	<p>Council provides a drainage network throughout the Strathfield Council the area comprising:</p> <ul style="list-style-type: none"> <li>65.8 km Stormwater Pipes</li> <li>2,447 Stormwater Pits</li> <li>3.2 km Box Culverts</li> <li>2.8 km Open Channels</li> <li>1 Detention Basin Water quality devices</li> <li>Freshwater Park and chain of ponds Stormwater harvesting</li> <li>Mason Park stormwater reuse</li> </ul>				
<b>Available Data</b>	<p>Council undertook a valuation of its drainage asset in 2015. The valuation included a desk top based reassessment of asset condition of the following drainage assets:</p> <ul style="list-style-type: none"> <li>Stormwater pipes</li> <li>Stormwater pits</li> <li>Box culverts</li> <li>Open channels</li> <li>Water quality devices were not included in the valuation.</li> </ul> <p>Condition is measured using a 1-5 rating system</p>				
<b>Condition Data</b>	Condition Rating	Pipes	Pits	Culverts	Channels
	Excellent	20%	20%	20%	20%
	Good	10%	30%	20%	20%
	Average	60%	40%	40%	50%
	Poor	10%	10%	20%	10%
	Very poor	0%	0%	0%	0%
<b>Main Findings</b>	<p>Generally, Council's Drainage assets are fully utilised and provided in accordance with industry design and safety standards where relevant.</p> <p>Council's Drainage assets have a much longer total life when compared to the other asset classes. As a result the drainage cleaning of debris is important to ensure drains collect the stormwater and channel it. In November and December 2017, 4.8 tonnes of sediment was removed from pits alone in our targeted low lying areas, 30% leaf matter and 70% stilt and debris content was pulled out by contractors. Drainage assets need to be continually monitored to ensure that there is no accelerated decline in the condition of the assets.</p> <p>Drainage Assets are vulnerable to damage from over loading and major flood events, as a result the asset may not achieve its full life capacity. Damaged pit lintels are the major contributor to Drainage maintenance and renewal.</p>				
<b>Budget Implications</b>	<p>Maintenance expenditure levels are considered adequate to meet current Community Levels of Service.</p> <p>The estimated expenditure for maintenance and renewals on Drainage assets is to remain at existing levels. All new asset expenditure will effectively be funded through Council's sustainability program for the foreseeable future. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy.</p> <p>An ongoing works program will be developed to ensure optimal asset expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.</p>				

## 6.4 ASSET CATEGORY – PARKS

Demand Factor	Road Assets
<b>Holdings</b>	<p>Council provides parks services throughout the Strathfield Council area comprising:</p> <ul style="list-style-type: none"> <li>25 Playgrounds and 258 items</li> <li>61 Floodlighting installations at 10 separate parks</li> <li>12 Tennis Courts at the South end Tennis Complex</li> <li>14 BBQs at 11 separate parks</li> <li>20.9km of Fencing</li> <li>6 Memorials</li> <li>7 Cricket Nets and 11 Cricket Pitches</li> <li>234 Benches and Seats</li> <li>2 Synthetic Sports Fields</li> <li>Others</li> </ul>
<b>Available Data</b>	<p>Basic information regarding Parks assets is available in the following registers:</p> <ul style="list-style-type: none"> <li>Horticulture – Lands register</li> <li>Arboriculture – Map info register</li> <li>Playground equipment – Playfix</li> <li>Floodlighting – Asset condition register</li> <li>Parks furniture – Asset condition register</li> <li>Sports equipment – Sports equipment list</li> </ul> <p>The valuation includes a condition assessment. Condition is measured using a 1-5 rating system</p>
<b>Condition Data</b>	<p>Council has number of asset registers covering the majority of the Council's parks assets. Importantly, high risk assets such as playground equipment are inspected quarterly in accordance with Australian Standards. Updating of all registers and management of condition data will be an ongoing challenge for the organisation.</p>
<b>Main Findings</b>	<p>Council's Parks assets are fully utilised and provided in accordance with industry design and safety standards where relevant.</p> <p>Evidence gathered through Council's community consultation suggests that Council's parks assets are generally in good condition and meeting community needs. Sporting oval capacity continues to be a challenge and strategies will need to be developed to ensure ongoing equitable access to playing fields.</p> <p>Due to the nature of Parks assets, the majority of works being carried out is maintenance work. This is particularly true for sports fields and tree management. In 2017, two new all weather synthetic fields were built at Strathfield Park and Mason Park which can be utilised each at 40-60 hours a week and has increased the number of hours for passive and active play.</p>
<b>Budget Implications</b>	<p>Maintenance expenditure levels are considered to be adequate to meet current Community Levels of Service. This is in accordance with Council's overall asset strategy where ongoing productivity and service improvements will offset any increases in maintenance and operational costs required to maintain the existing levels of service.</p> <p>The estimated expenditure for maintenance and renewals on Park assets is to remain at existing levels. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy.</p> <p>An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.</p>



## 6.5 ASSET CATEGORY – BUILDINGS

Demand Factor	Road Assets							
<b>Holdings</b>	<p>Council provides a range of buildings across the Council area for public and Council use comprising:</p> <ul style="list-style-type: none"> <li>5 Council Administration buildings</li> <li>2 Libraries</li> <li>11 Halls</li> <li>4 Residential buildings owned by Council</li> <li>4 Child Care Centres</li> <li>8 Community Centres</li> <li>8 Council Depot buildings</li> <li>15 Parks buildings</li> </ul>							
<b>Available Data</b>	<p>Council undertook a Buildings Asset Valuation in 2011 by Serگون Building Consultants. The valuation included a condition assessment of all the building components which were summarised in the following buildings assets classes:</p> <ul style="list-style-type: none"> <li>Floors Building envelopes</li> <li>Fit-out Floor Fit-out Internal Screens</li> <li>Roof Mechanical Services</li> <li>Fire Services</li> </ul> <p>The valuation includes a condition assessment. Condition is measured using a 1-5 rating system</p>							
<b>Condition Data</b>	Condition Rating	Floor	Envelope	Fit out Floor	Fit out Internal	Roof	Mechanical Services	Fire Services
	Excellent	20%	17%	0%	50%	13%	99%	81%
	Good	38%	32%	79%	17%	58%	1%	4%
	Average	31%	30%	17%	16%	27%	0%	0%
	Poor	12%	21%	4%	18%	2%	0%	14%
	Very poor	0%	0%	0%	0%	0%	0%	0%
<b>Main Findings</b>	<p>Generally, Council's building assets are fully utilised and provided in accordance with industry design and safety standards where relevant.</p> <p>Council's building portfolio is generally in good condition, however as a result of a recent condition audit of the building assets existing funding will be reallocated internally to priority areas and to ensure that the building assets are maintained in accordance with the adopted community levels of service.</p>							
<b>Budget Implications</b>	<p>Maintenance expenditure levels are considered to be adequate to meet current required community levels of service.</p> <p>The estimated expenditure for maintenance and renewals on building assets may increase as a result of the internal reallocation of funding. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7. Financial Forecasts details the asset expenditure over the life of this strategy.</p> <p>An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.</p>							

## 7. Financial Forecasts

The following general assumptions have been made in preparing the expenditure forecasts:

- Depreciation values are at 30 June 2017 as shown in the annual financial statement. No allowance has been made for inflation. Note that for buildings assets, information is included as at June 2015 fair value assessment.
- The renewals program and forecasts have been established on the basis of the most recent condition assessment and currently assessed replacement values and limited historical cost data
- Maintenance costs allow for the forecast increase in assets due to development and increase demand on assets due to demand changes
- The rate and pattern of development are as detailed in Section 4 - Future Demand
- The average useful life and average remaining life of assets are based on current local knowledge, industry standards, historical trends and condition assessment.
- The expenditure data is reflected in the base case funding scenario in then Councils current Long Term Financial Plan.

The method of valuation of Council's assets is by 'fair value' in accordance with the AAS27, International Accounting Standard AASB116 and the DLG Circulars No. 06-43 & 06-75. Data sourced from Note B 9a ended 30 June 2017.

Asset Class	Replacement Value ('000's)	Accumulated Depreciation ('000's)	Depreciated Replacement Cost ('000's)
Roads/Bridges/Footpaths	\$167,569	\$57,022	\$110,547
Drainage	\$56,659	\$20,776	\$35,886
Parks/Open Space	\$22,948	\$8,019	\$14,929
Buildings	\$37,452	\$15,575	\$21,887
Total	\$284,628	\$101,392	\$183,249

The Asset Consumption Ratio measures the average proportion of "as new" value remaining in the assets. This ratio shows the written down current value of a local government's depreciable assets relative to their "as new" value in up to date prices. The ratio highlights the aged condition of the Councils stock of physical assets.

A ratio less than 50% indicates a rapid deterioration of the local government's asset base. Urgent investment may be required to ensure service levels are maintained. A ratio of 60% indicates an adequate usable level of service across individual asset categories.

The asset valuation data suggests that Council's assets have been depreciated by approximately 30% on average which would indicate that the assets have sufficient residual life to effectively manage the existing services of the Council.



TABLE 7.2 - ASSET OPERATIONAL AND MAINTENANCE EXPENDITURE

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	3,245,000	2,008,828	2,044,987	2,081,797	2,119,269	2,157,416	2,196,249	2,235,782	2,276,026	2,316,994	2,358,700	2,401,157
Drainage	93,000	396,613	403,752	411,020	418,418	425,949	433,617	441,422	449,367	457,456	465,690	474,072
Parks, Open Space	2,019,000	894,972	911,081	927,481	944,176	961,171	978,472	996,084	1,014,014	1,032,266	1,050,847	1,069,762
Buildings	2,108,000	711,588	724,397	737,436	750,710	764,222	777,978	791,982	806,238	820,750	835,523	850,563
<b>TOTAL</b>	<b>7,465,000</b>	<b>4,012,001</b>	<b>4,084,217</b>	<b>4,157,733</b>	<b>4,232,572</b>	<b>4,308,758</b>	<b>4,386,316</b>	<b>4,465,270</b>	<b>4,545,645</b>	<b>4,627,466</b>	<b>4,710,761</b>	<b>4,795,554</b>

TABLE 7.3 - ASSET RENEWAL EXPENDITURE

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	1,278,000	7,343,007	5,763,400	3,181,300	3,475,178	4,388,327	4,602,600	5,002,600	6,941,390	6,402,600	8,402,600	9,084,104
Drainage	-	200,000	1,137,193	188,700	193,200	398,000	348,347	350,000	505,000	550,121	205,000	805,000
Parks, Open Space	3,323,000	5,096,620	1,250,000	400,000	400,000	400,000	200,000	765,372	200,000	700,000	1,200,000	1,200,000
Buildings	660,000	1,534,928	3,139,164	1,200,000	800,000	500,000	778,250	700,000	978,250	1,878,250	1,278,250	1,572,536
<b>TOTAL</b>	<b>1,278,000</b>	<b>7,343,007</b>	<b>5,763,400</b>	<b>3,181,300</b>	<b>3,475,178</b>	<b>4,388,327</b>	<b>4,602,600</b>	<b>5,002,600</b>	<b>6,941,390</b>	<b>6,402,600</b>	<b>8,402,600</b>	<b>9,084,104</b>

\* It should be noted that there is no renewal expenditure for Council's Park assets. Currently Park asset renewal expenditure is included as part of the operation and maintenance expenditure. Part of Council's strategy for maintaining its assets, is to better determine the split between maintenance and renewal expenditure.

Table 7.4 - New asset expenditure prediction - highlights the expected new asset expenditure projections for the period 2015/16 to 2024/25. The New Asset Expenditure Prediction is based on works that create a new asset that did not previously exist or increase the capacity of or improve the quality of an existing asset. New works detailed in the Developer Contribution Plan are included in the expenditure prediction. The expenditure prediction also takes account of assets required to deliver the community strategic plan objectives and are consistent with the current Long Term Financial Plan for the Organisation.

**TABLE 7.4 - NEW ASSET EXPENDITURE PREDICTION**

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	-	-	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space	1,015,000	11,131,953	-	-	-	-	200,000	143,347	-	-	-	559,248
Buildings	180,000	-	1,346,625	-	500,000	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,195,000</b>	<b>11,131,953</b>	<b>1,346,625</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>200,000</b>	<b>143,347</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>559,248</b>

Expenditure on new assets will in general terms be determined on development growth within the area and the rate of collection of contributions.

Developer contributions will drive new asset expenditure.

TABLE 7.5 -TOTAL ASSET EXPENDITURE PREDICTION

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	1,278,000	7,343,007	5,763,400	3,181,300	3,475,178	4,388,327	4,602,600	5,002,600	6,941,390	6,402,600	8,402,600	9,084,104
Drainage	-	200,000	1,137,193	188,700	193,200	398,000	348,347	350,000	505,000	550,121	205,000	805,000
Parks, Open Space	4,338,000	16,228,573	1,250,000	400,000	400,000	400,000	400,000	908,719	200,000	700,000	1,200,000	1,759,248
Buildings	840,000	1,534,928	4,485,789	1,200,000	1,300,000	500,000	778,250	700,000	978,250	1,878,250	1,278,250	1,572,536
<b>TOTAL</b>	<b>6,456,000</b>	<b>25,306,508</b>	<b>12,636,382</b>	<b>4,970,000</b>	<b>5,368,378</b>	<b>5,686,327</b>	<b>6,129,197</b>	<b>6,961,319</b>	<b>8,624,640</b>	<b>9,530,971</b>	<b>11,085,850</b>	<b>13,220,888</b>

Table 7.5 - Total asset expenditure prediction - highlights the total asset expenditure for the period 2015/16 to 2027/28.

## 8. Critical Assets

Council has a team of professionals who have condition rated all the roads in the Local Government Area in 2017 and have embarked upon fixing/rejuvenating all conditions 4 and 5 rates in 2017/2018 financial year to be completed 30 June 2018.

All the footpaths have been assessed in 2017 and all condition rated 4/5 are being fixed.

All the parks and being upgraded to meet current standards.

All vehicular bridges have been assessed by third parties and its only Pomeroy Bridge (50% shared by Canada Bay) that is in need by further maintenance.





## 9. Asset Management Strategy

An asset management strategy focuses development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/ replacement, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved to optimum cost for the lifecycle of the asset.

Lifecycle Management aims to develop decision support information, to model future asset maintenance and rehabilitation requirements and compare these predictions with historical expenditure trends.

The lifecycle management strategies for each asset category will outline:

- Supporting data for each asset category
  - Holdings
  - Available data
  - Condition data
- Main findings
- Budget implications

If the cost of all the asset strategies exceeds the available budget Council will need to allocate funds to those assets that are of the highest priority.

### 9.1 ASSET STRATEGY

Councils overall strategy is to maintain and improve current asset condition by improved work processes and productivity improvements without any significant increasing of budget allocations. We aim to achieve this by adopting the following strategies;

- Ongoing service reviews and the adoption of improved management and work practices.
- Continue to investigate asset rationalisation to ensure that Council has the right quantity and mix of assets.
- Continue to review the break-up of asset expenditure to ensure that maintenance and renewal expenditure is appropriately captured.
- Improve reporting on assets so that Council fully understand the long term implications of asset ownership.

Council recognises that it manages an extensive and complex range of assets and that the management of these assets must be undertaken in a responsible manner taking into account service delivery and Council's ability to manage the assets in a long term financially sustainable manner. Council will ensure that all assets are managed in long term sustainable manner which maximises productivity and utilisation of assets to meet the community and Council's objectives.

In order for councils overall strategy to be achieved, it will be necessary to use at least core level asset management skills and practices across all asset classes. Council's strategy to achieve that is based on a gap analysis which has identified the gap between the current and desired practices and has a number of improvement actions to close the gap.

### 9.2 GAP ANALYSIS

An asset management gap analysis process has been undertaken for the overall Asset management function.

The gap analysis process has included an:

- assessment of current asset management practice against various desired asset management criteria and elements
- assessment of desired/target asset management practice to be achieved within the target timeframe against various best practice asset management criteria and elements
- identification of the gap between current asset management practice and desired/target asset management practice.

The results of the gap analysis are shown on the following page.

The results indicate that there are clear roles and responsibilities defined for the assets classes, however the areas showing the biggest gap include data processes and techniques and the strategic asset planning processes.

### 9.3 IMPROVING ASSET MANAGEMENT CAPABILITY

As part of our ongoing commitment to asset management within the organisation each asset class has a number of improvement tasks which have been prioritised and as each task is actioned Council's capability and capacity for improved management of assets will be enhanced. Below are the actions which will lead to improved management of Council's assets as a whole. Specific actions related to individual asset categories are included in the individual asset management plans.

TABLE 9.1 - ASSET MANAGEMENT IMPROVEMENT PLAN

Task	Priority
Review, develop and implement data collection processes	On going
Undertake further asset data collection and condition assessment	On going
Develop and implement a management and maintenance system including works orders and costing	On going
Implement capitalisation policy	On going
Collect and record lifecycle cost and expenditure data	On going
Review and develop long term capital work programs and financial forecasts, including separate identification of renewals and new forecasts	1
Review and develop asset inspection processes	1
Review and determine data management responsibilities	1
Review organisation structure and resourcing for asset management focus including clear definition of roles and responsibilities	1
Establish a procedure for long term forecasts for new works expenditure	1
Revise and develop risk management plan for the management of assets	1
Prepare management plans to identify how technical levels of service performance targets will be achieved	1
Development of levels of service	1
Develop customer request classification and reporting system	1
Develop and implement strategies for managing planned and unplanned maintenance	2

Task	Priority
Develop a consolidated asset register	2
Develop asset disposal policy and procedure	2
Develop new asset take over procedure and process, including responsibility for operation and maintenance of new assets	2
Develop capital project approval process including lifecycle cost forecasts	2
Develop spatial systems for asset management representation and strategic use	2
Develop and implement asset management training and awareness program	2
Develop and implement asset rationalisation strategy	2
Review and further develop the asset management plan	3
Develop and implement service specifications and service level agreements	3
Integrate and interface asset systems, spatial systems and corporate/finance system	3
Undertake lifecycle costing/planning	3
Review asset management policy	3

## Appendix A – Self Assessment Checklist

Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)						
Council has accounted for and planned for all existing assets and any new asset solutions proposed in CSP and Delivery Program	EE – 2.9	✓				All assets are accounted for in Schedule 7 of Council's Annual Statements of Accounts
AAM exists to support the CSP and Delivery Program	EE – 2.10	✓				
AM plan/s exist to support the CSP and Delivery Program	EE – 2.10	✓				Asset management plans have been developed for all major infrastructure assets and take into account the objectives and strategies defined in the Community Strategic plan and Council's Delivery Plan.
Asset management strategy and plan/s have a minimum 10 year timeframe	EE – 2.11	✓				The AM strategy AMPs and LTFP cover a period of 10 years
AM strategy includes a council endorsed AM policy	EE – 2.12	✓				The AM strategy includes the AM Policy, endorsed by Council on the 2 December 2012
AM strategy identifies assets critical to	EE – 2.13	✓				Critical assets have been identified in the asset management strategy
Council's operations, and outlines risk	EE – 2.14	✓				Asset management improvement plan is included as part of this strategy
management strategies for these assets	EE – 2.15	✓				Asset management plans have been completed for all infrastructure assets. Asset management plans for minor assets will be completed as required
AM plan/s identify asset service standards	EE – 2.16	✓				Levels of service for all assets have been included in the asset management plans and the asset management strategy also includes the service level outcomes for all infrastructure assets
AM plan/s contain long-term projections of asset maintenance, rehabilitation and replacement costs.	EE – 2.17	✓				Long term asset expenditure requirements are included as part of the asset management strategy and outstanding maintenance requirements included as part of Schedule 7 of the Statements of Accounts
Condition of assets is reported in annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.	EE – 2.18	✓				Long term asset expenditure requirements are included as part of the asset management strategy and outstanding maintenance requirements included as part of Schedule 7 of the Statements of Accounts







## Part 2C - Communities Asset Management Plan

### 1. Introduction

This plan has been revised and developed to set out the plans on how Council assets are managed and maintained. The assets are categorised include Facilities/ Buildings, Roads, Drainage and Parks.

The primary role of asset management is to support the services that deliver Strathfield Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support and could is

The current council planning framework has been revised to align with the legislated planning framework in the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspiration objectives of Council. The long term community strategic plan for Strathfield Council is outlined in Strathfield 2030. This document provides a series of strategic drivers for the community with each driver having a number of goals and strategic actions to achieve the desired goals.

The key strategic priorities have been developed and linked to a strategy in the long term community strategic plan. These priorities also guide the four year delivery program. As both the long term community strategic plan and the four year delivery program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements.

#### 1.1 CURRENT STATUS OF COUNCIL ASSETS

This Communities Assets Management Plan contributes to achieving the appropriate balance of social, cultural, environmental and economic services; the key to sustainability. Whilst asset planning is about the condition of existing assets, at the forefront to this planning is current and future community expectation for how they use the assets.

The current overarching report on infrastructure assets is best described by the indicators that present themselves form the actions that Council is Taking (source special schedule 7 year ended 30 June 2017):

**a. Infrastructure renewals ratio** - the assets renewals divided by the depreciation, amortisation and impairment and is currently 127.85% which is a good result identifying the efforts being taken to manage the assets and allocating the appropriate resources to their maintenance. Council's renewals have improved based on previous years and council will continue to commit to addressing building and infrastructure renewals and maintain financial sustainability

**b. Infrastructure backlog ratio** - this is the estimated cost to bring assets to a satisfactory standard divided by the carrying value of the infrastructure assets and this ration is currently 1.49%. The infrastructure backlog ratio indicates the proportion of backlog against the total value of the Council's Infrastructure Assets. It is a measure of the extent to which asset renewal is required to maintain or improve the delivery of services in a sustainable way. This measures how council is managing its infrastructure which is so critical to effective community sustainability 1.49% is a very low figure which translates to council being effective in reducing its backlog of 3.17% in 2015 - by using effective, proven and structured approach to condition rating and maintenance upgrades.

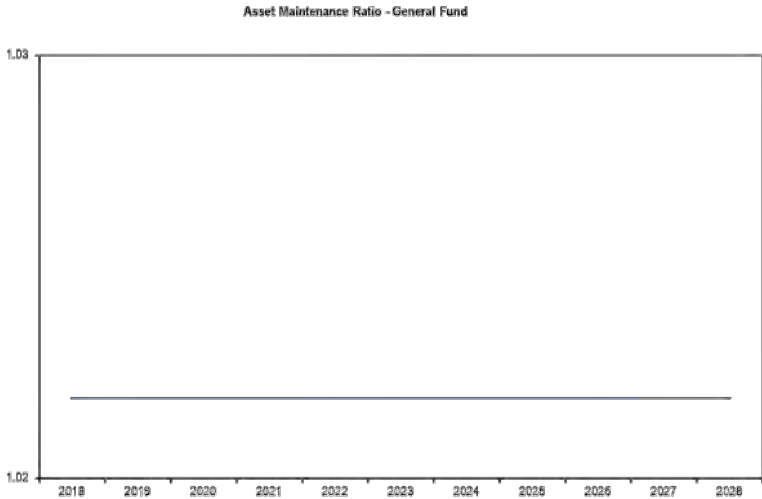
**c. Assets maintenance ratio** - this is the actual assets maintenance divided by the required assets maintenance dollar spend that the ration is currently 1.15% which is a good result and indicates that Council is budgeting and spending appropriate funds on maintaining its assets. Council's assets maintenance ration has improved on the previous year and will continue to focus on assets expenditure.

**d. Cost to bring assets to agreed service level** - this is the estimated cost to bring assets to an agreed service level set by Council divided by the gross replacement cost and the ration is currently 1.01% which is also a good result and costs have remained relatively stable over the period.

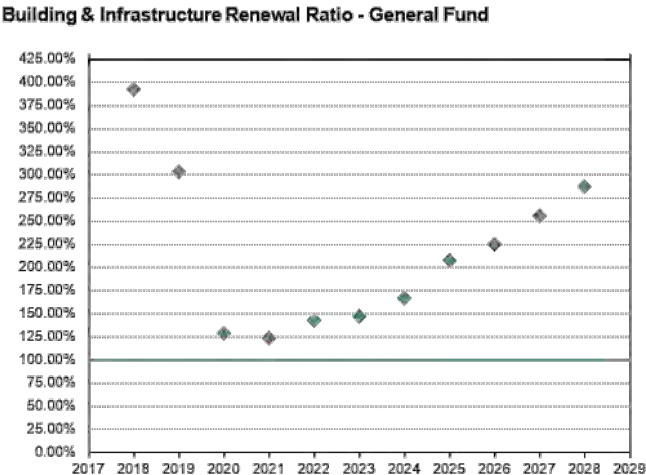
Overall Council is delivering on its responsibility of managing the communities' assets and delivering them at a condition 3 or better rating.

1.2 ESTIMATED FUTURE ASSET MAINTENANCE AND RENEWAL

Based on Council's long term financial plans, Council is forecast to meet and exceed financial benchmarks for asset maintenance and renewal from 2017-2028.



"Green" Benchmark ↑  
"Red" Benchmark ↓



### 1.3 MANAGEMENT APPROACH TO ASSETS

It is the Council's intention to operate, have available and provide in a fit for purpose manner all the community's assets under management.

To do this, Council has hired suitably qualified persons to fill roles in Council administration that provide the experience and skills to assess assets and provide the technical skills to determine the maintenance regime and to be able to scope of the repairs and reconstructions works required.

Specialist skills, where required to assist the investigation process and to meet the statutory regulations like fire suppression systems are outsourced and the services are provided through the procurement and purchasing system to ensure value for money and transparency.

Assets such as roads are inspected every five (5) years to enable the wear and deterioration to be categorised and in doing so financial forward planning is enabled to ensure Council's resources are allocated where required. The mitigation of trips and falls on footpaths is a high priority of Council and the condition assessment of footpath is a process that is ongoing to ensure Council is not exposed to any risk of injury. All roads were assessed in 2017. All footpaths have been checked in 2017 and reports and forward plans prepared.

Council management are conscious and intend to carry out all assets maintenance works in accordance with the current legislation, such as and not limiting to:

- *Local Government Act 1993*
- *Local Government (General ) Regulation 2005*
- *Roads Act 1993*
- *Environmental Planning and Assessment Act 1979*
- *Environmental Planning Legislation Amendment Act 2006*
- *Protection of the Environment Administration Act and Operation Act 2007*
- *Civil Liability Act 2002*
- *Work Health and Safety Act 2011*
- *Commonwealth Disability Discrimination Act 1992 (DDA)*
- *Building Code of Australia*
- *The suite of Australian Standards*

### 1.4 DEVELOPMENT POPULATION FORECASTS

There is a recorded average growth of population numbers of approx. 1.3% and it is envisaged that population numbers will be approximately 44,200 by the year 2026 with most increased to be clustered around transport nodes such as rail and main roads. The increased population will expose the community's assets to more use which is deemed to be manageable as the materials used to maintain our assets are of the best quality and the workmanship and quality is all carried out to the presiding standards hence it is forecast that the assets are durable and sufficient to welcome the increased population.



## 2. Community Assets under Management

### 2.1 ROADS ASSETS

<b>Assets held</b>	<ul style="list-style-type: none"> <li>97.5 km of Roads including both asphalt and concrete</li> <li>2 Pedestrian Bridges</li> <li>12 Community Car parks</li> <li>177 km Footpaths</li> <li>5 Road Bridges</li> <li>3 Road Culverts</li> </ul>
<b>Available Data</b>	<p>The current condition and estimated remaining useful life of the asset groups is based on the engineering team inspecting the roads network every five (5) years as per the required reporting:</p> <ul style="list-style-type: none"> <li>Roads surface – visual inspection assessing wearing, cracking &amp; deflection</li> <li>Footpaths – visual inspection</li> <li>Bridges and culverts – visual inspection and detailed engineering assessment where required</li> <li>Traffic facilities – visual inspection</li> <li>Roads pavement – the road formation base material is not depreciable</li> <li>Signs and Lines – visual assessment</li> </ul> <p>Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned.</p> <p>Commission 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning.</p>
<b>Main Findings</b>	<p>The roads network presented to the community is in a Condition 3 rating and or better. There are no sections that are failed and/or unusable at the current point in time. Condition 3 is defined as satisfactory and does require maintenance. The roads are designed and maintained to the current best practice standards of workmanship and materials. Council engages suitably qualified contractors to mill the surface of asphalt and replace with new quality controlled asphalt which lasts approximately 30 years in service.</p> <p>Pomeroy Bridge, Cave Road Bridge and Allen Street Bridge have been inspected and assessed as fit for purpose level. Cave and Allen have been deemed safe as fit for purpose 2017. Pomeroy Bridge is deemed inadequate carrying capacity and discussions with Canada Bay Council are well progressed for the bridge complete replacement with a new substantial bridge able to carry buses, trucks etc.</p> <p>The impact of the Westconnex, NBN and development activity type works upon the roads network is being managed. Restorations are being carried out to minimise the impact and not affect the durability of the road surface.</p>

## 2.2 DRAINAGE ASSETS

<b>Assets held</b>	<ul style="list-style-type: none"> <li>65.8 km Stormwater Pipes</li> <li>2,447 Stormwater Pits</li> <li>3.2 km Box Culverts</li> </ul>	<ul style="list-style-type: none"> <li>2.8 km Open Channels</li> <li>1 Detention Basin</li> <li>3.2 km Box Culverts</li> </ul>	<ul style="list-style-type: none"> <li>Mason Park stormwater reuse</li> <li>187 km Kerb and Guttering</li> </ul>
<b>Available Data</b>	<p>The current condition and estimated remaining useful life of the asset groups is based on the Engineering Team inspecting the drainage network every five (5) years as per the required reporting of kerb and guttering - visual inspection and drainage pipes - visual and CCTV inspections (as required).</p> <p>Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Commission 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning.</p>		
<b>Main Findings</b>	<p>The current condition and estimated remaining useful life of the asset groups is based on the Engineering Team inspecting the drainage network every five (5) years as per the required reporting of kerb and guttering - visual inspection and drainage pipes - visual and CCTV inspections (as required).</p> <p>Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Commission 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning.</p>		

## 2.3 PARKS ASSETS

<b>Assets held</b>	<ul style="list-style-type: none"> <li>25 playgrounds and 258 items</li> <li>61 Floodlighting installations at 10 separate parks</li> <li>12 Tennis Courts at the South end Tennis Complex</li> </ul>	<ul style="list-style-type: none"> <li>14 BBQs at 11 separate parks</li> <li>20.9km of Fencing</li> <li>6 Memorials</li> </ul>	<ul style="list-style-type: none"> <li>7 Cricket Nets and 11 Cricket Pitches</li> <li>234 Benches and Seats</li> <li>Others – 2 synthetic sports fields</li> </ul>
<b>Available Data</b>	<p>Basic information regarding Parks assets is available in the following registers</p> <ul style="list-style-type: none"> <li>Horticulture <i>Lands register</i></li> <li>Arboriculture <i>Map info register</i></li> <li>Playground equipment <i>Playfix</i></li> <li>Floodlighting <i>Asset condition register</i></li> <li>Parks furniture <i>Asset condition register</i></li> <li>Sports equipment <i>Sports equipment list</i></li> </ul>		
<b>Condition Data</b>	<p>Council has number of asset registers covering the majority of the Council's parks assets. Importantly, high risk assets such as playground equipment are inspected quarterly in accordance with Australian Standards. Updating of all registers and management of condition data will be an ongoing challenge for the organisation. Condition should be measured using a 1-5 rating system.</p>		
<b>Main Findings</b>	<p>Council's Parks assets are fully utilised and provided in accordance with industry design and safety standards where relevant.</p> <p>Evidence gathered through Council's community consultation suggests that Council's parks assets are generally in good condition and meeting community needs. Sporting oval capacity continues to be a challenge and strategies are being developed to ensure ongoing equitable access to playing fields. In the 2017, works will be commenced to establish all-weather surfacing in Strathfield and Mason Parks. Due to the nature of Parks assets, the majority of works being carried out is maintenance work. This is particularly true for sportsfields and tree management.</p>		
<b>Budget Implications</b>	<p>Maintenance expenditure levels are considered to be adequate to meet current community levels of service. This is in accordance with Council's overall asset strategy where ongoing productivity and service improvements will offset any increases in maintenance and operational costs required to maintain the existing levels of service. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels.</p>		

## 2.4 FACILITIES ASSETS

<b>Assets held</b>	<ul style="list-style-type: none"> <li>• 5 Council Administration buildings</li> <li>• 11 Halls</li> <li>• 4 Child Care Centres</li> <li>• 8 Council Depot buildings</li> <li>• 2 Libraries</li> <li>• 4 Residential buildings owned by Council</li> <li>• 8 Community Centres</li> <li>• 15 Parks buildings</li> </ul>
<b>Available Data</b>	<p>Council undertook a Buildings Asset Valuation in 2011 by Serگون Building Consultants. The valuation included a condition assessment of all the building components which were summarised in the following buildings assets classes:</p> <ul style="list-style-type: none"> <li>• Floors</li> <li>• Building envelopes</li> <li>• Fit-out Floor</li> <li>• Fit-out Internal Screens</li> <li>• Roof</li> <li>• Mechanical Services</li> <li>• Fire Services</li> </ul> <p>The valuation includes a condition assessment and condition is measured using a 1-5 rating system</p>
<b>Main Findings</b>	<p>Council's building assets are fully utilised and provided in accordance with industry design and safety standards where relevant.</p> <p>Council's building portfolio is generally in good condition, however as a result of a recent condition audit of the building assets existing funding will be reallocated internally to priority areas and to ensure that the building assets are maintained in accordance with the adopted community levels of service.</p>
<b>Budget Implications</b>	<p>Maintenance expenditure levels are considered to be adequate to meet current required community levels of service.</p> <p>The estimated expenditure for maintenance and renewals on building assets may increase as a result of the internal reallocation of funding. All new asset expenditure will effectively be funded from grants and/or developer contributions.</p> <p>An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.</p>



### 3. ASSET CONDITION AND ESTIMATED REPLACEMENT VALUE

#### 3.1 ASSETS UNDER MANAGEMENT AND THEIR USEFUL ECONOMIC LIFE BEFORE MAINTENANCE IS REQUIRED

Asset Category	Planned asset life (years)
Road base formation material	100
Road wearing top surface	30
Kerb and gutter	100
Bridges and culverts	100
Footpaths	50

#### 3.2 CONDITION RATING METHODOLOGY

Condition Rating	Condition	Descriptor	Guide	Residual Life as a % of Total Life	Mean %age residual life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required	>86	95
2	Good	Acceptable physical condition, minimal short term risk of failure.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Worn	Deterioration of the asset is evident and failure is possible in the short term. No immediate risk to health and safety.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety.	Over 50% of the asset requires renewal	<10	5



## 3.3 ASSETS UNDER MANAGEMENT AND THEIR ESTIMATED REPLACEMENT VALUE AS AT 30 JUNE 2016

## REPORT ON INFRASTRUCTURE ASSETS AS AT 30 JUNE 2016

Asset Class	Asset category	Gross replacement value
<b>Buildings</b>	Council offices, administration centre	\$10,255,000
	Council works depot	\$2,169,000
	Council Public Halls	\$2,598,000
	Libraries	\$7,657,000
	Cultural Facilities (amenities)	\$8,381,000
	Community centre	\$4,523,000
	Council House	\$1,133,000
	Other	-
	<b>Sub total</b>	<b>\$36,716,000</b>
<b>Roads</b>	Sealed roads	\$75,270,000
	Bridges	\$14,227,000
	Footpaths	\$33,619,000
	Other roads assets	\$11,071,000
	Bulk earthworks	\$31,065,000
	Kerb and gutter	\$32,538,000
	<b>Sub total</b>	<b>\$197,790,000</b>
<b>Stormwater drainage</b>	Stormwater conduits	\$51,280,000
	Stormwater inlets and junction pits	\$5,379,000
	<b>Sub total</b>	<b>\$56,659,000</b>
<b>Open space / recreational assets</b>	Open space / recreational assets	\$19,081,000
	<b>Sub total</b>	<b>\$19,081,000</b>
	<b>Total</b>	<b>\$310,246,000</b>

## 3.4 ALIGNMENT OF ASSET MANAGEMENT WITH THE COMMUNITY STRATEGIC PLAN

Theme	Goal	Strategy	Roads	Drainage	Parks	Building
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓

CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓		✓	✓
LIVEABLE NEIGHBORHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
		5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

## 4. SERVICE LEVELS

## 4.1 ROADS ASSETS - SERVICE LEVELS

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
<b>Connectivity</b>	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
<b>Community Wellbeing</b>	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
		2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓



<b>Civic Pride and Place Management</b>	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
<b>Liveable Neighborhoods</b>	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
	<b>Responsible Leadership</b>	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
			5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
		5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
			5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
			5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
			5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
			5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

## 4.2 Drainage - Service Levels

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓

CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
LIVEABLE NEIGHBORHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓

RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓



## 4.3 Parks – Service levels

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
Connectivity	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓

<b>Community Wellbeing</b>	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
		2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
	<b>Civic Pride and Place Management</b>	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓
			3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓
			3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓
		3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓
			3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓

<b>Liveable Neighborhoods</b>	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
	<b>Responsible Leadership</b>	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
			5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
		5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
			5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
			5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
			5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
			5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

## 4.4 Buildings – service levels

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
<b>Connectivity</b>	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
<b>Community Wellbeing</b>	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
		2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓



<b>Civic Pride and Place Management</b>	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
<b>Liveable Neighborhoods</b>	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓

<b>Responsible Leadership</b>	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓











# Introduction

Thank you for taking the time to read through Strathfield Council's Delivery Program for 2018-2022 and its Operational Plan for 2018-2019.

In accordance with the Integrated Planning and Reporting framework, Council has adopted its Community Strategic Plan Strathfield 2030 after extensive community engagement. The goals and strategies of Strathfield 2030 are implemented via Council's Delivery Program and Operational Plan.

The Council Operational Plan 2018-2019 is derived from the Delivery Program 2018-2022 which outlines what Council intends to achieve over the life of the plan, in order to work towards realising the community's long term vision as set out in the Strathfield 2030 Community Strategic Plan.

The annual Operational Plan details individual projects and services that Council will undertake and sets targets for the 12 month period in line with allocated resources.

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

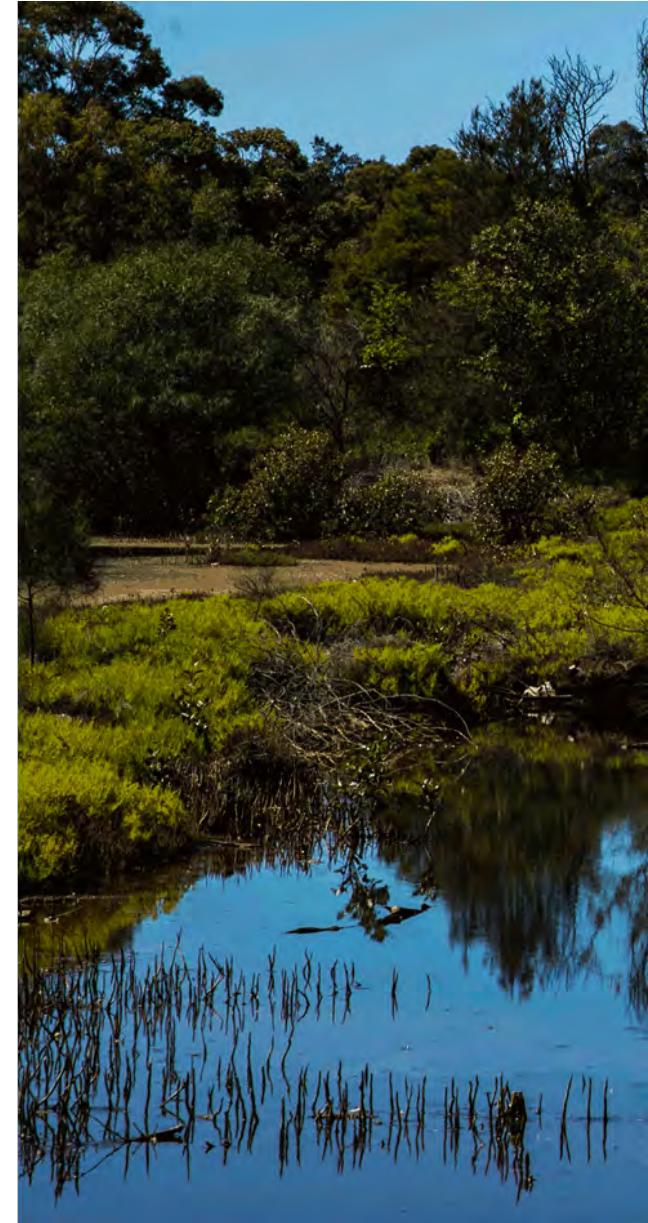
To ensure the community is kept informed of Council's progress against its strategic goals and delivery objectives, Council reports quarterly to the community on its progress against the Budget, with a progress report on the performance of the Delivery Program presented at minimum every six months.



## Highlights from this Plan

Priorities for actions and expenditures for 2018-2019. These include:

- Establish a Community Transport Bus Service to connect all parts of the Strathfield Council area to major transport, shops and facilities
- Preparation of a business case for a Leisure Centre
- Progressing new or upgraded infrastructure and capital works to support greater liveability by providing places that meet needs and aspirations of the Strathfield community. These include:
  - Improvements to the Homebush and Homebush West Town Centres
  - Completion of construction of the Melville Reserve Facility at Homebush West
  - Upgrades of the Main Library in Rochester Street Homebush
  - Develop and implement strategy for future use of Hudson Park Golf Course Strathfield
  - Plan and build a café at Hudson Park Driving Range
  - Upgrade Hudson Park Driving Range
- Investment and improvements to roads, footpath, bridges and drainage infrastructure
- Enforcement of parking and traffic controls in the Strathfield Council area
- Provision and enhancement of the quality of Council's core service delivery areas in community, environmental, library and information and planning and development services
- Delivery of a range of community programs, events and services for the Strathfield area that connect and support local communities









## Councillors

Strathfield's Councillors were elected in September 2017. The Mayor and Deputy Mayor, Cr Gulian Vaccari and Cr Nella Hall, were elected in September 2017. Councillors were elected to serve until September 2020.



**CR GULIAN VACCARI**

Mayor of Strathfield

**T:** 0498 201 304

**E:** [gulian.vaccari@strathfield.nsw.gov.au](mailto:gulian.vaccari@strathfield.nsw.gov.au)



**CR NELLA HALL**

Deputy Mayor of Strathfield

**T:** 0428 307 097

**E:** [cr.hall@strathfield.nsw.gov.au](mailto:cr.hall@strathfield.nsw.gov.au)



**CR MATTHEW BLACKMORE**

**P:** 0428 952 095

**T:** [cr.blackmore@strathfield.nsw.gov.au](mailto:cr.blackmore@strathfield.nsw.gov.au)





**CR ANTOINE DOUEIHI**  
T: 0428 098 069  
E: [cr.doueih@strathfield.nsw.gov.au](mailto:cr.doueih@strathfield.nsw.gov.au)



**CR MARYANNE DUGGAN**  
T: 0428 779 701  
E: [cr.duggan@strathfield.nsw.gov.au](mailto:cr.duggan@strathfield.nsw.gov.au)



**CR STEPHANIE KOKKOLIS**  
T: 0427 521 467  
E: [stephanie.kokkolis@strathfield.nsw.gov.au](mailto:stephanie.kokkolis@strathfield.nsw.gov.au)



**CR KAREN PENSABENE**  
T: 0428 410 856  
E: [cr.pensabene@strathfield.nsw.gov.au](mailto:cr.pensabene@strathfield.nsw.gov.au)

## Community Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2030:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

## Our Values

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

- **Integrity** - We will maintain our reputation for honesty and integrity and our ability to fulfil our promises. It is this concept by which all our actions are based and by which we are happy for our actions to be judged.
- **Respect** - We show respect to those we deal with both inside and outside of the Council
- **Teamwork** - We approach all our work as a team, sharing our skills and resources for our client's benefit. We value the health and safety of our people.
- **Professionalism** - We value our clients and are accountable for the work we do with them.





# Snapshot of the Strathfield Area

Strathfield Council was incorporated in 1885 and is centrally located in Sydney's Inner West. The area is well known for its transport, schools, attractive streetscapes, parks and buildings.

## Strathfield – the place

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. Strathfield Council has a total area of approximately 14.1 square kilometres.

Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

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

Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

Strathfield Council is a major transport hub with three train stations at Strathfield, Homebush and Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Parramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/ Westconnex pass through Strathfield.

Strathfield is considered the educational centre of the Inner West with 15 public and private schools and a university.

## Strathfield – its people

As at 30 June 2016, the estimated residential population (ERP) of Strathfield was 42,331. From 2006 to 2016, the population of Strathfield LGA has increased by 9,301 persons, representing an increase of 28.15% over 10 years. This steady growth is primarily due to construction of new unit developments. There has been a slight increase in persons per dwelling from 2.87 in 2011 to 2.91 in 2016.

Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and a larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. Correspondingly, other age groups are smaller in proportion, lower in comparison, though most age groups increased numerically in the 2016 Census. Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and a larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%.

Correspondingly, other age groups are lower in proportion though most age groups increased numerically in the 2016 Census. The largest changes in age structure in the Strathfield area between 2011 and 2016 were in the following age groups:

- 25 to 34 years (+2,245 people)
- 18 to 24 years (+727 people)
- 35 to 49 years (+658 people)
- 50 to 59 years (+410 people)

Analysis of the household/family types in Strathfield Council area in 2016 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and a lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 35.3% in Greater Sydney and 16.3% are lone households in Strathfield compared to 20.4% in Greater Sydney (2016 ABS Census).

The Indigenous population represents 0.3% of the Strathfield population or 115 people (2016 ABS Census).

Strathfield LGA has greater cultural diversity than the rest of NSW with approximately 56.3% of residents born overseas compared to 36.7% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English at home which includes Cantonese, Mandarin, Korean, Tamil and Arabic.



### Strathfield's natural and built environment

Strathfield has a large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.

Strathfield's main waterways are: Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Coss Creek and the Cooks River, which flow to the southeast to Botany Bay.

Strathfield Council contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 43.8% are medium to high density.

In the Strathfield Council area, 37.1% of households with a mortgage were making high loan repayments of \$2,600 or more per month in 2016 and 18.2% were paying low repayments, compared with 36.5% and 17.3% respectively in Greater Sydney.

### Strathfield's socio-economic

On the socio-economic index (SEIFA) Strathfield Council ranks in the top 20% of NSW as the least disadvantaged Council areas with a disadvantage index of 1,022.1.

In the Strathfield Council area, 50% of households were purchasing or fully owned their home, 35.7%

were renting privately, and 3.9% were in social housing in 2016.

The top three industries in Strathfield were Transport, Postal and Warehousing (14.8%), Retail Trade (13.9%) and Wholesale Trade (9.3%).

### Strathfield's economy

Strathfield Council has the highest amount of developed and undeveloped employment land in the Inner West

Estimated Gross Regional Product (GRP) of Strathfield area was \$3.449 billion as at 30 June 2016 (NIEIR 2016)

5,848 businesses are registered in the Strathfield Council area (ABS 2016).

There is an estimated 26,889 jobs in the Strathfield Council area (NIEIR 2016) and 21,531 residents of Strathfield LGA are employed.

The largest industry in the Strathfield LGA is Transport, Postal and Warehousing with 14.8% of total employment (4.7% NSW) followed by Retail Trade on 13.9% (9.7% NSW) and Wholesale Trade on 9.3% (3.1% NSW).

The resident labour force of Strathfield recorded in the 2016 Census was 16,485, of which 64.7% worked full-time, 29.8% part-time, 55.8% were male and 44.2% were female. It is estimated by 30 June 2016, 21,531 Strathfield residents were in employment (NIEIR 2016).

### The Governance of Strathfield

The Strathfield Council area is located in the federal electorates of Reid and Barton. Since the 2016 federal election, the elected representatives are for the electorate of Reid, Craig Laundy MP (Liberal Party) and the electorate of Barton, Tony Bourke MP (Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. Since the 2015 State election, the electorate of Strathfield is represented by Jodi McKay MP and electorate of Lakemba by Jihad Dib MP (Labor Party).

Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in September 2017.

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

## How Council Works

Local government in NSW is based on the principle of representative democracy. This means that the people elect representatives (councillors) to their local council to make decisions on their behalf. In New South Wales, local government elections are generally held in September every four years. The last election was held in September 2017.

All residents of Strathfield Local Government Area (LGA) who are eligible to vote must vote. Property owners who live outside of the LGA may vote by registering their intention to vote on the non-residential roll.

Strathfield Council is made up of seven Councillors. The Mayor is elected from and by the Councillors. The Mayor chairs Council meetings, represents Council at official functions and is Council's official spokesperson.

The Mayor and Councillors meet regularly at formal Council Meetings to make decisions on policies and other important issues. It is the responsibility of the

General Manager and Council staff to implement the decisions of Council.

The General Manager is the Chief Administrative Officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services. The powers of Council are derived from the Local Government Act 1993 and other Acts enacted by the Parliament of NSW.

It is the responsibility of Councillors to make decisions on all areas of policy and resourcing priorities, including the level and extent of works and services to be provided throughout the year. These decisions are

adopted through a majority voting system, with each Councillor having one vote. In the case of an equal number of votes, the Chairperson has the casting vote.

### Meetings open to the public

Council's Ordinary meetings are held on the second Tuesday of the month commencing at 6.30pm at Strathfield Council Chambers. At these meetings, reports from Council officers are submitted, with a recommendation, for the consideration of the councillors. The councillors then make a resolution based on these reports that can be acted upon immediately by Council staff. Council Meetings are open to the public, but there are occasions when a meeting will be closed to the public as discussions may relate to legal, or other confidential matters.

# Understanding the Delivery Program and Operational Plan

Council, in consultation with the community, developed Strathfield 2030, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2030 was first adopted following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

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

## 2030 Community Strategic Plan

The Strathfield 2030 Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2030 and beyond. Council is the key driver of Strathfield 2030, but its implementation is also the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing nor resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. Strathfield 2030 established five strategic themes which sets out the principle activities of the Council.

These themes include:

CONNECTIVITY

COMMUNITY WELLBEING

CIVIC PRIDE AND PLACE MANAGEMENT

LIVEABLE NEIGHBOURHOODS

RESPONSIBLE LEADERSHIP

## Delivery Program 2018-2022

The Strathfield Council Delivery Program 2018-2022 outlines how the goals and strategies of the Strathfield 2030 plan will be implemented. The Delivery Program is a fixed-term four year plan, designed as a single point of reference for all projects and services to be undertaken by Council. Plans, activities and funding allocations must be directly linked to this Program.

## Operational Plan 2018-2019

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

## Resourcing Strategies

Strathfield 2030 is supported by resourcing strategies including Long Term Financial Plan, Asset Management Strategies and Plans and Workforce Management Plan.

# How we will measure our progress?

## Monitoring and Reporting

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

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

A progress report on the performance of the Delivery Program is presented at minimum every six months to Council.

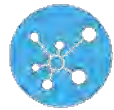
## Annual Report and End of Term Report

The Annual Report details Council's performance and provides information that must be disclosed under the Local Government Act 1993. The Report also contains detailed externally audited financial statements. At the end of the Council term, a report on the progress of the Community Strategic Plan is prepared and presented to the Council.









## Connectivity Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies. Strathfield is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2030 and beyond.

The broad theme of connectivity is divided up into three key goals: transport, integrated planning and communication technologies. The key goals that are seen as important to achieving the aspirations of a more connected community are as follows:

### **Goal 1.1 - Growth sustained by well-planned and accessible infrastructure**

Plan at a regional and local level for infrastructure and assets to meet the needs of a growing population; and deliver infrastructure and assets to meet community needs.

### **Goal 1.2 - Connected and integrated transport networks servicing all areas of the Strathfield LGA**

Improve state and regional transport connections to and through the Strathfield area such as trains and buses; and connect and provide local transport networks within the Strathfield area such as community transport, local roads and footpaths etc.

### **Goal 1.3 – Transformed and connected information and service delivery**

Technology provides opportunities to better communicate information as well as deliver more effective services and improved use of facilities and utilise varied techniques to effectively communicate and inform the community.



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.1 Growth sustained by well-planned and accessible infrastructure	Plan for infrastructure and assets to meet needs of growing population	Provide timely and effective advocacy to Government and leadership on issues affecting current and future populations of the Strathfield area.	Make representations and engage with the government concerning planning for major and regional infrastructure and services including Light Rail	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Plan for infrastructure and assets to meet needs of growing population	Prepare short to long term infrastructure and asset strategies to support needs of growing community	Review and update local infrastructure and assets strategies and plans	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Plan for infrastructure and assets to meet needs of growing population	Prepare short to long term infrastructure and asset strategies to support needs of growing community	Review and update Developer Contribution Plans	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Deliver maintenance, renewal and/or new infrastructure and assets	Implement maintenance and inspection program for Council managed public infrastructure	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Deliver maintenance, renewal and/or new infrastructure and assets	Implement 2018-2019 capital works program for roads, footpaths and bridges by June 2019	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Deliver maintenance, renewal and/or new infrastructure and assets	Implement capital works program for buildings as set out in the Operational Plan 2018-2019 and includes: <ul style="list-style-type: none"> <li>• Town Hall upgrade</li> <li>• Depot upgrade</li> <li>• Main Library upgrade</li> <li>• Administration building upgrade</li> <li>• Strathfield Park kiosk/café</li> <li>• Airey Park amenities upgrade</li> </ul>	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Deliver maintenance, renewal and/or new infrastructure and assets	Implement capital works program for parks as set out in the Operational Plan 2018-2019	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Deliver maintenance, renewal and/or new infrastructure and assets	Implement parks maintenance and minor upgrades	Infrastructure, Development and Environment

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Plan and deliver major community and recreational facilities	Develop and implement strategy for future use of Hudson Park Golf Course Strathfield	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Plan and deliver major community and recreational facilities	Plan and build a café at Hudson Park Driving Range	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Plan and deliver major community and recreational facilities	Upgrade Hudson Park Driving Range	Infrastructure, Development and Environment
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs	Plan and deliver major community and recreational facilities	Prepare business case for a Leisure Centre in the Strathfield LGA	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Improve state and regional transport connections to and throughout the Strathfield LGA	Make representations to NSW Government on regional transport planning and services affecting Strathfield LGA	Make representations and engage with the Government concerning transport planning and service delivery	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Improve state and regional transport connections to and throughout the Strathfield LGA	Maintain and embellish regionally connected cycleways	Maintain and upgrade cycle and pedestrian pathways along Cooks and Powells Creeks	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Plan and implement integrated and connected public and private transport networks in Strathfield LGA	Prepare plan for establishment of a Strathfield community shuttle bus	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Review parking strategies to improve traffic movement and parking accessibility for local residents	Infrastructure, Development and Environment



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Manage and patrol traffic and parking in areas with high volume movement or parking demand eg schools, shopping areas, town centres, transport hubs, parks and sportsgrounds	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Provide digital parking permits for vehicles providing community or emergency services	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Provide extended time digital parking permits to residents of Strathfield LGA	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Review and manage Residential Parking Scheme Programs	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Prepare and deliver annual roads safety program	Infrastructure, Development and Environment
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Audit traffic signs and road markings and implement maintenance program.	Infrastructure, Development and Environment
1.3 Transformed and connected information and service delivery	Improve service delivery and information access utilising technology	Identify and implement technologies and strategies to transform services and public access	Prepare Smart City strategy for Strathfield LGA which identifies projects and opportunities to utilise technology to improve access and service delivery	Corporate Services

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.3 Transformed and connected information and service delivery	Improve service delivery and information access utilising technology	Identify and implement technologies and strategies to transform services and public access	Review Active Transport Plan	Infrastructure, Development and Environment
1.3 Transformed and connected information and service delivery	Improve service delivery and information access utilising technology	Identify and implement technologies and strategies to transform services and public access	Maintain and promote public internet access in town centres, library and community facilities	Corporate Services
1.3 Transformed and connected information and service delivery	Improve service delivery and information access utilising technology	Identify and implement technologies and strategies to transform services and public access	Review and upgrade Council's corporate systems to improve efficiencies and capacity	Corporate Services
1.3 Transformed and connected information and service delivery	Utilise varied techniques to effectively communicate and inform the community	Provide informative, accurate and timely communications	Review and update Council's communications strategy	General Manager's Unit
1.3 Transformed and connected information and service delivery	Utilise varied techniques to effectively communicate and inform the community	Provide informative, accurate and timely communications	Provide regular updates to the community on actions, proposals and decisions affecting the local community	General Manager's Unit
1.3 Transformed and connected information and service delivery	Utilise varied techniques to effectively communicate and inform the community	Provide informative, accurate and timely communications	Maintain, monitor and issue Council's communications including print, website, social media ensuring information is available and up-to-date	General Manager's Unit







## Community Wellbeing Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies.

The broad theme of community wellbeing is divided up into three key goals: social cohesiveness, health and active community and safe and accessible places. The key goals that are seen as important to achieving the aspiration of safe, healthy, inclusive and harmonious community are as follows:

### **Goal 2.1 – Socially cohesive and connected communities**

Build community resilience, capacity and promote connected and socially cohesive communities and deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies.

### **Goal 2.2 – Healthy and active community**

Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs and promote healthy and active living programs

### **Goal 2.3 – Safe and accessible places**

Work with key stakeholders to address community safety issues, plan and deliver strategies to improve community safety in Strathfield Local Government Area and prepare plans and provide resourcing for emergencies and natural disasters.



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.1 Socially cohesive and connected communities	Build community resilience, capacity and promote connected and social cohesive communities	Plan and facilitate community development programs that promote connected and socially cohesive communities.	Prepare a community development strategy for the Strathfield LGA.	Corporate Services
2.1 Socially cohesive and connected communities	Build community resilience, capacity and promote connected and social cohesive communities	Plan and facilitate community development programs that promote connected and socially cohesive communities.	Develop management plans for Strathfield's community centres to facilitate programs that address the social, health, recreation, cultural and learning needs of the Strathfield community	Corporate Services
2.1 Socially cohesive and connected communities	Build community resilience, capacity and promote connected and social cohesive communities	Plan and facilitate community development programs that promote connected and socially cohesive communities.	Prepare a neighbourhood engagement program	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Support and provide opportunities for carers and people with a disability to participate in community life.	Facilitate and support delivery of information, programs and events for people with disabilities and their carers.	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Support and provide opportunities for carers and people with a disability to participate in community life.	Implement actions prioritised from community access audits and Community Access Plan	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Support and provide opportunities for carers and people with a disability to participate in community life.	Review and update Community Access Plan to align with disability legislative requirements	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Support an age friendly community to facilitate social connections, healthy and independent lives for older residents	Prepare plans and facilitate programs for older residents.	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Support an age friendly community to facilitate social connections, healthy and independent lives for older residents	Review Dutton Centre facilities, especially for older residents and people with a disability	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.	Prepare plans and facilitate programs to support CALD community	Corporate Services

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.	Coordinate and facilitate understanding of English language and awareness of Australian and local civic and customs	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.	Facilitate and work with partners to provide information and referral services for new settlers	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Facilitate programs and services for children and their families.	Plan and facilitate delivery of programs that support children and their families	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Facilitate programs and services for children and their families.	Work with local schools to expand OOSH and vacation care programs	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Facilitate programs and services for children and their families.	Work with Sydney Local Health District in promoting health services for parents and young children eg vaccination and post-natal care	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Facilitate programs and services for young people	In consultation with the Youth Advisory Committee, develop and implement programs and events that meet needs of young people	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Facilitate programs and services for young people	Review Library and Council facilities to provide youth study spaces and places to meet.	Corporate Services
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	Facilitate programs and services for young people	Promote safe health practices for young people in partnership with health services	Corporate Services
2.1 Socially cohesive and connected communities	Provide opportunities for community participation in local activities	Develop or support programs to encourage community participation	Manage and facilitate volunteer programs for Council and with local community based and not for profit organisations and Strathfield State Emergency Services.	Corporate Services



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.1 Socially cohesive and connected communities	Provide opportunities for community participation in local activities	Provide financial assistance and incentives for local community programs and events	Review, promote and administer local community grants	Corporate Services
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	Review planning strategies for open space, community and recreational facilities.	Review planning strategies and management plans for parks and open space, community and recreational facilities to protect and beautify Strathfield's parklands and open areas.	Infrastructure, Development and Environment
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	Manage and optimise use of parks, sportsgrounds and recreational facilities	Review formal use of sportsgrounds, parks and facilities and manage licencing, leases and casual and regular hire arrangements.	General Manager's Unit
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	Manage and optimise use of parks, sportsgrounds and recreational facilities	Monitor and maintain parks, amenities and recreational facilities to a high standard.	Infrastructure, Development and Environment
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	Manage and optimise use of parks, sportsgrounds and recreational facilities	Provide safe and age appropriate playgrounds and recreation facilities	Infrastructure, Development and Environment
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	Manage and optimise use of parks, sportsgrounds and recreational facilities	Review and provide dog off-leash areas	Infrastructure, Development and Environment
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	Manage and optimise use of parks, sportsgrounds and recreational facilities	Seek agreement with local schools and universities for public access to facilities	General Manager's Unit
2.2 Healthy and Active Communities	Promote healthy and active living programs	Facilitate community participation and partnerships to promote active and healthy living programs	Promote programs and work with local sporting and recreation organisations to deliver health and social wellbeing for general community and specific target groups	Corporate Services
2.2 Healthy and Active Communities	Promote healthy and active living programs	Facilitate community participation and partnerships to promote active and healthy living programs	Promote and support participation in Community Gardens programs	Infrastructure, Development and Environment
2.2 Healthy and Active Communities	Promote healthy and active living programs	Facilitate community participation and partnerships to promote active and healthy living programs	Work with partners to facilitate learning programs and health and wellbeing services	Corporate Services

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.3 Healthy and Active Communities	Work with key stakeholders to address community safety issues	Liaise with key stakeholders and implement community safety programs eg police	Meet with Police and participate in local and regional meetings concerned with community safety	Corporate Services
2.3 Healthy and Active Communities	Work with key stakeholders to address community safety issues	Liaise with key stakeholders and implement community safety programs eg police	Support police and community safety education campaigns	Corporate Services
2.3 Healthy and Active Communities	Work with key stakeholders to address community safety issues	Liaise with key stakeholders and implement community safety programs eg police	Facilitate services that address domestic violence initiatives	Corporate Services
2.3 Healthy and Active Communities	Plan and deliver strategies to improve community safety in Strathfield LGA	Plan and deliver community safety strategies and actions	Implement actions prioritised from Strathfield Community Safety Plan 2015-2019	Corporate Services
2.3 Healthy and Active Communities	Plan and deliver strategies to improve community safety in Strathfield LGA	Plan and deliver community safety strategies and actions	Review existing plan and prepare new Community Safety Plan	Corporate Services
2.3 Healthy and Active Communities	Plan and deliver strategies to improve community safety in Strathfield LGA	Maintain safe public areas in Strathfield	Maintain and implement CCTV programs in town centres and key locations and incorporate Crime Prevention Through Environmental Design (CPTED) principles into design of Council facilities	Corporate Services
2.3 Healthy and Active Communities	Plan and deliver strategies to improve community safety in Strathfield LGA	Maintain safe public areas in Strathfield	Review street and park lighting and action changes as required	Infrastructure, Development and Environment
2.3 Healthy and Active Communities	Plan and deliver strategies to improve community safety in Strathfield LGA	Maintain safe public areas in Strathfield	Manage effective tree pruning programs in streets and public areas	Infrastructure, Development and Environment
2.3 Healthy and Active Communities	Plan and deliver strategies to improve community safety in Strathfield LGA	Maintain safe public areas in Strathfield	Respond and address anti-social behaviours, graffiti, vandalism and illegal waste dumping	Infrastructure, Development and Environment
2.3 Healthy and Active Communities	Prepare plans and provide resourcing for emergencies and natural disasters	Prepare plans and support local emergency management	Work in partnership with other councils, government agencies and Strathfield State Emergency Services to prepare plans, participate, educate community and respond to emergencies.	Infrastructure, Development and Environment







## Civic Pride & Place Management Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Civic Pride and Place Management is divided up into two key goals: Engaging and Activated Public Places and Creative and Cultural Community.

These goals are concerned with revitalising town and village centres, improving Strathfield's public domains, embracing cultural and learning, improving branding of Strathfield and celebrating and promoting Strathfield as a place and community, thereby promoting civic pride.

The key goals that are seen as important are as follows:

### **Goal 3.1 – Engaging and activated public places**

Revitalise Town and Village centres, develop and implement place promotion strategies and support productive and well managed local businesses

### **Goal 3.2 - Creative and cultural community**

Facilitate and support cultural and learning programs and activities and promote and deliver events that connect community and build social cohesion



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Finalise retail area study	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Design plans after finalisation of retail study to improve the aesthetics and appearance of local shopping centres	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	As part of Parramatta Road Study, identify and plan for emerging or potential retail and community hubs in high population growth areas	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Develop plans for upgrading Strathfield Town Centre and integrating transport services	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Plan and implement upgrades of Homebush and Homebush West Town Centres	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Investigate feasibility of public toilet facilities in town centres	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Review parking facilities in Town and village centres to improve access and availability	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Allocate additional resources to ensure cleanliness and safety of town and village centres	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Revitalise Town and Village centres	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Manage and monitor footpath trading, leases and promote alfresco dining in town centres	General Manager's Unit
3.1 Engaging and activated public places	Develop and implement place promotion strategies	Develop and manage Strathfield place promotion	Develop promotional and branding strategy of Strathfield LGA	General Manager's Unit
3.1 Engaging and activated public places	Develop and implement place promotion strategies	Develop and manage Strathfield place promotion	Review and upgrade gateway and directional signage in key sites and town centre locations. Investigate integration of electronic signage to promote events and provide timely information.	General Manager's Unit
3.1 Engaging and activated public places	Develop and implement place promotion strategies	Develop and manage Strathfield place promotion	Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season	General Manager's Unit

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
3.1 Engaging and activated public places	Develop and implement place promotion strategies	Develop and manage Strathfield place promotion	Campaign for recognition of City status	Corporate Services
3.1 Engaging and activated public places	Support productive and well managed local businesses	Implement programs to educate, improve and monitor business regulation compliance	Coordinate information and networking seminars with local businesses	General Manager's Unit
3.1 Engaging and activated public places	Support productive and well managed local businesses	Implement programs to educate, improve and monitor business regulation compliance	Implement Food Safety Surveillance Program, 'Scores on Doors' program and conduct 6 seminars over 2018/2019	Infrastructure, Development and Environment
3.1 Engaging and activated public places	Support productive and well managed local businesses	Implement programs to educate, improve and monitor business regulation compliance	Implement Business Compliance and Monitoring Program	Infrastructure, Development and Environment
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Promote and provide library and information services to meet community and cultural needs	Review community library needs and upgrade Main Library Service to meet requirements	Corporate Services
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Promote and provide library and information services to meet community and cultural needs	Ensure library service provides a learning and homework hub/ centre and work in partnership with local schools in developing programs to support this focus	Corporate Services
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Promote and provide library and information services to meet community and cultural needs	Review future needs of Strathfield's library services in light of new development and population projections for the future.	Corporate Services
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Promote and provide library and information services to meet community and cultural needs	Provide library and information services, including loans, reference services, target group collections, inter-library and digital resources	Corporate Services
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Promote and provide library and information services to meet community and cultural needs	Design and deliver programs that facilitate and promote community learning	Corporate Services
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Facilitate and deliver programs to embrace and celebrate culture	Develop programs promoting cultural, artistic and historical learning programs and/or displays	Corporate Services
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Facilitate and deliver programs to embrace and celebrate culture	Provide cultural displays and exhibitions of relevance to the Strathfield area, heritage and community in Council's library facilities.	Corporate Services



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities	Facilitate and deliver programs to embrace and celebrate culture	Facilitate and promote annual HSC Art Show	Corporate Services
3.2 Creative and cultural community	Promote and deliver events that connect community and build social cohesion	Promote and facilitate events that respect and recognise civic and community achievements	Undertake recognition and celebrate civic and community achievements	General Manager's Unit
3.2 Creative and cultural community	Promote and deliver events that connect community and build social cohesion	Facilitate events to connect and strengthen the community	Review and develop annual events calendar. Promote and facilitate events that provide a range of opportunities for community participation	General Manager's Unit
3.2 Creative and cultural community	Promote and deliver events that connect community and build social cohesion	Facilitate events to connect and strengthen the community	Manage events approvals and filming approvals.	General Manager's Unit



## Liveable Neighbourhoods Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Liveable Neighbourhoods is divided up into three goals: Quality, liveable and sustainable urban design and development, Clean, attractive and well maintained neighbourhoods and Thriving and resilient environments. The major goals that support Liveable Neighbourhoods are:

### **Goal 4.1 – Quality, liveable and sustainable urban design and development**

Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes, manage effective development assessment processes and address housing affordability

### **Goal 4.2 – Clean, attractive and well maintained neighbourhoods**

Reduce waste and improve reuse and recycling, maintain and enforce clean public areas and health standards.

### **Goal 4.3 – Thriving and resilient environments**

Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency, develop environmental programs to educate and inform the community and encourage sustainability and resource efficiency.

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
4.1 Quality, liveable and sustainable urban design and development	Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	Prepare, review and implement planning controls that respect local character, heritage and deliver quality, liveability, aesthetics and sustainable development in the Strathfield LGA	Review and prepare new Local Environmental Plan (LEP) and Development Control Plans (DCP) to comply with new Act	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	Prepare, review and implement planning controls that respect local character, heritage and deliver quality, liveability, aesthetics and sustainable development in the Strathfield LGA	Prepare Community Consultation Plan for review of planning controls and greening and sustainability strategies	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA	Review LEP to reflect the Greater Sydney Commission Eastern City Plan	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Manage effective development assessment processes	Provide and monitor effective and efficient planning and development	Advertise and notify development proposals on Council's website and in accordance with DCP guidelines	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Manage effective development assessment processes	Provide and monitor effective and efficient planning and development	Assess and determine development applications	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Manage effective development assessment processes	Provide and monitor effective and efficient planning and development	Prepare agendas and support planning panels.	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Manage effective development assessment processes	Provide and monitor effective and efficient planning and development	Review Heritage listings and update heritage requirements of the DCP	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Manage effective development assessment processes	Provide and monitor effective and efficient planning and development	Prepare procedures for compliance enforcement to satisfy requirements of the new Act.	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Address housing affordability	Develop plans and make representations to improve housing affordability	Prepare and implement key worker affordable housing plans and adopt Value Sharing Policy	Infrastructure, Development and Environment
4.1 Quality, liveable and sustainable urban design and development	Address housing affordability	Develop plans and make representations to improve housing affordability	Work with State Agencies and advocate to NSW Government for programs to support housing affordability	Infrastructure, Development and Environment



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
4.2 Clean, attractive and well maintained neighbourhoods	Reduce waste and improve reuse and recycling	Provide effective waste management and street cleaning services	Provide general and green waste, recycling and on-call collection services to residential properties	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Reduce waste and improve reuse and recycling	Provide effective waste management and street cleaning services	Improve efficiency of waste collection and on-call services by replacement of waste vehicles	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Reduce waste and improve reuse and recycling	Provide effective waste management and street cleaning services	Prepare and implement programs in accordance with Waste Management Plan	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Reduce waste and improve reuse and recycling	Provide effective waste management and street cleaning services	Manage street sweeping programs and review contract arrangements	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Maintain and enforce clean public areas and health standards	Review and deliver public health and pollution control programs	Investigate pollution events in accordance with sustainability program	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Maintain and enforce clean public areas and health standards	Review and deliver public health and pollution control programs	Investigate complaints and/or breaches of permits	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Maintain and enforce clean public areas and health standards	Implement and enforce responsible animal management program	Deliver responsible animal management programs	Infrastructure, Development and Environment
4.2 Clean, attractive and well maintained neighbourhoods	Maintain and enforce clean public areas and health standards	Maintain high standards of public domain maintenance	Implement public domain maintenance programs	Infrastructure, Development and Environment



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems	Prepare Strathfield Biodiversity and Conservation Strategy by December 2018 to improve the resilience of Strathfield's ecosystems	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems	Review and update Strathfield's Tree Management Strategies and Significant Tree Register	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems	Maintain and undertake restoration and/or naturalisation at Mason Park Wetlands and Cox's Creek with Sydney Water	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems	Prepare 'Greening Strathfield' strategy including establishment of an urban forest	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems	Review and monitor tree canopy coverage and hotspots in Strathfield LGA	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Work in partnership with key stakeholders and community to maintain, restore and improve natural environment	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas.	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Work in partnership with key stakeholders and community to maintain, restore and improve natural environment	Address rubbish dumping in Cooks River in accordance with Waste Strategy	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	Work in partnership with key stakeholders and community to maintain, restore and improve natural environment	Promote and manage National Tree Day, volunteers and Bushcare programs to align with Council's biodiversity and conservation strategies	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Develop environmental programs to educate and inform the community	Plan and facilitate environmental community education and information programs	Engage with schools and general community in programs concerning environmental and stormwater education	Infrastructure, Development and Environment
4.3 Thriving and resilient environment	Encourage sustainability and resource efficiency	Develop and implement energy savings and resource efficiency programs	In preparation of a Smart City strategy, review Council's Water Savings and Energy Management Plans to identify resource efficiencies in Council facilities	Infrastructure, Development and Environment



## Responsible Leadership

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. Trust in Council's leadership and decision making and accountable Council performance is required to implement the community's vision and priorities identified by community engagement.

The goals, strategies and actions in the Responsible Leadership theme are aimed at enhancing trust in Council's decision making, effective engagement with the community in key decision making and ensuring Council is accountable in its performance which involves sound financial management, ethical conduct, integrity, openness and transparency.

The major goals that support Responsible Leadership are:

### **Goal 5.1 – Trust in Council's leadership and decision making**

Promote active community engagement and make decisions based on community priorities and support integrity, transparency and accountability of decision making processes.

### **Goal 5.2 – Accountable Council performance**

Undertake planning, review report and evaluate performance and progress, employ and maintain a skilled workforce to deliver quality services, promote organisational culture of safety, best practice and continuous quality improvement, maintain long-term financial sustainability of Strathfield Council and deliver efficient and effective Council services to the community



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
5.1 Trust in Council's leadership and decision making	Promote active community engagement and make decisions based on community priorities	Consult and engage with the community on significant plans and policies and take action on community priorities	Prepare strategies and undertake community engagement and consultation for major projects and proposals	General Manager's Office
5.1 Trust in Council's leadership and decision making	Promote active community engagement and make decisions based on community priorities	Consult and engage with the community on significant plans and policies and take action on community priorities	Maintain a representative community engagement structure that enables a diverse community to engage on major council proposals	General Manager's Office
5.1 Trust in Council's leadership and decision making	Promote active community engagement and make decisions based on community priorities	Consult and engage with the community on significant plans and policies and take action on community priorities	Facilitate quarterly community engagement across Strathfield LGA through outreach programs	General Manager's Office
5.1 Trust in Council's leadership and decision making	Promote active community engagement and make decisions based on community priorities	Consult and engage with the community on significant plans and policies and take action on community priorities	Conduct annual community engagement program (align with preparation of Operational Plan 2019-2020)	General Manager's Office
5.1 Trust in Council's leadership and decision making	Promote active community engagement and make decisions based on community priorities	Consult and engage with the community on significant plans and policies and take action on community priorities	Make representations on issues of relevance to Strathfield LGA where required	General Manager's Office
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Manage Council meetings including live broadcast of meeting proceedings	Corporate Services
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Publish Council business paper and issue minutes within timeframes	Corporate Services
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Facilitate and support Council advisory committees	Corporate Services
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes	Provide support to Councillors in order to perform and meet their responsibilities	Develop, implement and report annually on Councillor's Learning and Development program	Corporate Services
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes	Provide support to Councillors in order to perform and meet their responsibilities	Provide timely and accurate information and briefings or workshops to Councillors on current issues	Corporate Services



Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes	Provide support to Councillors in order to perform and meet their responsibilities	Maintain and provide access to registers of pecuniary interests, voting, conflicts of interest and meeting attendance.	General Manager's Unit
5.2 Accountable Council performance	Undertake planning, reporting and evaluation performance and progress	Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030	Prepare plans, reviews and reports as required under the Integrated Planning and Reporting framework	General Manager's Office
5.2 Accountable Council performance	Undertake planning, reporting and evaluation performance and progress	Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030	Prepare and manage Council Performance Survey	General Manager's Office
5.2 Accountable Council performance	Employ and maintain a skilled workforce to deliver quality services	Ensure Council's workforce has skills and capacity to deliver the Community Strategic Plan.	Implement strategies and actions set out in the Workforce Management Strategy	General Manager's Office
5.2 Accountable Council performance	Promote organisational culture of safety, best practice and continuous quality improvement	Implement practices that promote safety and quality service outcomes	Implement Risk and Internal Audit and business continuity plans.	Corporate Services
5.2 Accountable Council performance	Promote organisational culture of safety, best practice and continuous quality improvement	Implement practices that promote safety and quality service outcomes	Implement Work, Health and Safety programs to ensure compliance with statutory requirements	Corporate Services
5.2 Accountable Council performance	Maintain long-term financial sustainability of Strathfield Council	Manage, monitor and report Council's financial sustainability	Provide Council with regular budget, expenditures and investment reports to Council and meet all statutory requirements.	Corporate Services
5.2 Accountable Council performance	Deliver efficient and effective Council services to the community	Provide community focused customer services, complaints management and access to information	Provide customer services in a professional and timely manner	Corporate Services
5.2 Accountable Council performance	Deliver efficient and effective Council services to the community	Provide community focused customer services, complaints management and access to information	Monitor and manage Council's complaint management processes in accordance with policy requirements.	Corporate Services
5.2 Accountable Council performance	Deliver efficient and effective Council services to the community	Provide community focused customer services, complaints management and access to information	Provide access to information requests within timeframes	General Manager's Unit
5.2 Accountable Council performance	Deliver efficient and effective Council services to the community	Provide community focused customer services, complaints management and access to information	Maintain effective records and information management system	Corporate Services





## Section 3: Resourcing the Operational Plan 2018-2019

### 2018-2019 Budget

#### INCOME

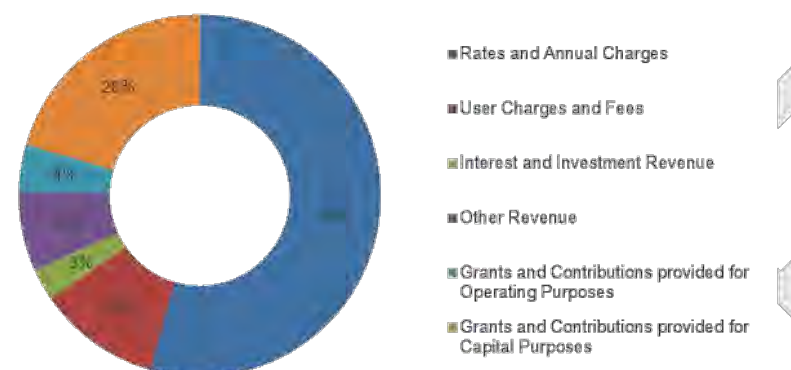
The 2018-2019 draft Cash Operating and Capital expenditures totals \$79,889 million, and includes capital expenditure spending of \$16,437 million. With total operating and capital income of \$79,889 million, the anticipated results is a balanced cash budget.

The Resource Strategy provides for a 2.3% general rate increase permitted by the NSW Government and set by the Independent Pricing and Regulatory Tribunal (IPART).

Overall rates and annual charges are estimated at \$27.859 million. This represents 54% of Council's total projected income. User fees and charges and other revenue are \$5.598 million and \$17.708 million respectively.

INCOME	\$'000
Rates and Annual Charges	27,859
User Charges and Fees	5,598
Interest and Investment Revenue	1,446
Other Revenue	3,646
Grants and Contributions provided for Operating Purposes	2,166
Grants and Contributions provided for Capital Purposes	10,450
Proceed from Disposal of Assets	809
Transfers from Reserve	27,915
<b>TOTAL</b>	<b>79,889</b>

Budgeted Income 2018-2019



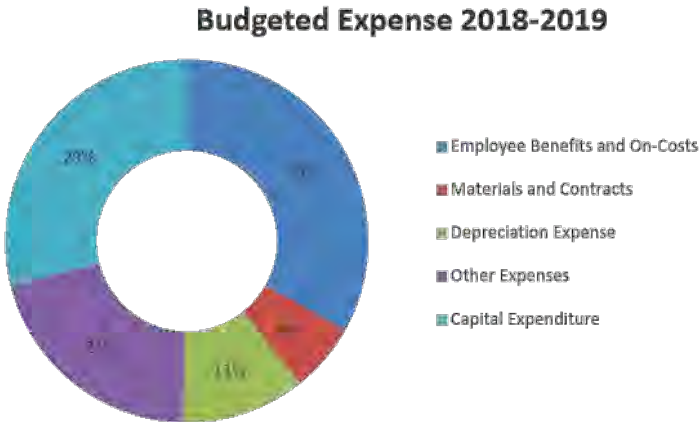
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EXPENSES

Council's total operating and capital expenditure is estimated at \$79.889 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.

EXPENSES	\$'000
Employee Benefits and On-Costs	18,841
Materials and Contracts	3,487
Depreciation Expense	6,286
Other Expenses	11,765
Capital Expenditure	16,437
Transfers to Reserve	23,072
TOTAL	79,889



## CAPITAL WORKS

Council will continue to invest in asset renewal to improve the overall condition of Council's assets, in order to reduce ongoing operational costs associated with asset repair and maintenance. Council has budgeted capital projects totaling \$16.437 million.

2018-2019 CAPITAL WORKS				
Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
<b>Roads</b>				
Roads LATM Infrastructure	1,268	S94 Reserves	Renewal	Roads
Road Re sheeting & Resealing	2,270	S94 Reserves & Operating Revenue	Renewal	Roads
<b>Total Road Works</b>	<b>3,538</b>			
<b>Bridges</b>				
Bridges & Other Structures	508	S94 Reserves	Renewal	Bridges
<b>Total Bridges Works</b>	<b>508</b>			
<b>Other Infrastructure</b>				
Villages Upgrades	1,200	S94 Reserves	Renewal	Other Infrastructure
<b>Total Other Infrastructure Works</b>	<b>1,200</b>			
<b>Footpath</b>				
General Footpath Program	517	Operating Revenue	Renewal	Footpath
<b>Total Footpath Works</b>	<b>517</b>			
<b>Building</b>				
Town Hall Buildings	220	Operating Revenue	Renewal	Building
Golf Course Building	1,327	Internal Reserves	New	Building
Central Library Upgrade	1,775	S94 Reserves	Renewal	Building
<b>Total Building Works</b>	<b>3,322</b>			

Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
<b>Community Facilities</b>				
Community Safety	0	S94 Reserves	New	Plant & Equipment
Public Facilities & Amenities Upgrades	1,144	S94 Reserves & Operating Revenue	Renewal	Building
<b>Total Community Facilities</b>	<b>1,144</b>			
<b>Open Space Assets and Land Improvements</b>				
Parks , Sport fields & Reserves Upgrades	1,000	S94 & Infrastructure Reserves	Renewal	Open Space
Street Trees	250	S94 Reserves	Renewal	Open Space
<b>Total Park Asset Works</b>	<b>1,250</b>			
<b>Stormwater Drainage</b>				
Stormwater Drainage	1,137	Stormwater Levy	Renewal	Stormwater Drainage
<b>Total Stormwater Drainage Works</b>	<b>1,137</b>			
<b>Other</b>				
Office Equipment	25	Operating Revenue	New	Office Equipment
Information & Technology Hardware & Software	1,602	Operating Revenue	Renewal	Plant & Equipment
Plant & Equipment	2,060	Operating Revenue & Waste Reserve	Renewal	Plant & Equipment
Community Art	20	S94 Reserves	New	Other
Library Books	114	Operating Revenue	New	Books
<b>Total Other</b>	<b>3,821</b>			
<b>Total 2018-19 Capex</b>	<b>16,437</b>			



<b>2018/19 Capital Works Budget Summary</b>				
<b>SERVICE</b>	<b>2018-19 (\$)</b>	<b>2019-20 (\$)</b>	<b>2020-21 (\$)</b>	<b>2021-22 (\$)</b>
Office Equipment	25,000	25,600	26,200	26,900
Information & Technology	1,602,270	1,050,000	1,261,300	672,800
Planning & Strategy	-	-	-	-
Town Hall Buildings	220,000	200,000	300,000	500,000
Library	1,889,000	116,600	119,500	122,500
Parks & Reserves	-	200,000	200,000	200,000
Street Trees	250,000	-	-	-
Sports Fields / Golf Course	2,326,625	200,000	200,000	200,000
Community - Art	20,000			
Plant & Equipment	2,060,000	2,075,625	2,127,600	2,180,800
Roads LATM Infrastrucure	1,268,400	200,000	200,000	200,000
Road Resheeting & Resealing	2,270,000	1,481,300	1,762,678	1,863,027
Bridges & Other Strcutres	508,000	-	-	-
Villages Upgrades	1,200,000	1,000,000	1,000,000	1,000,000
Footpath	517,000	500,000	512,500	525,300
Stormwater Drainage	1,137,193	188,700	193,200	198,000
Public Facilities & Amenities	1,143,964	1,000,000	1,000,000	1,000,000
<b>Grand Total</b>	<b>16,437,452</b>	<b>8,237,825</b>	<b>8,902,978</b>	<b>8,689,327</b>

## 2018-2019 CAPITAL WORKS PROGRAM

Proposal	Program
Telephone - Change ISDN to SIP	IT Plant & Equipment upgrade
Network Switches Upgrade	IT Plant & Equipment upgrade
Staff Wi-Fi	IT Plant & Equipment upgrade
New Application and Storage Servers	IT Plant & Equipment upgrade
Upgrade Council's email system	IT Plant & Equipment upgrade
Desktops Replacement	IT Plant & Equipment upgrade
Corporate Enterprise Systems Upgrade	Systems Upgrade
Townhall Audio system upgrade, Projector & Vision system	IT Plant & Equipment upgrade
iPlatinum system to locate Council records across all systems	IT Software upgrade
CCTV Security System	IT Software upgrade
Smart LINK Section 94 Program	IT Software - new
Replace the printers in each site office with new models	IT Plant & Equipment upgrade

Proposal	Program
Town Hall upgrade works	Buildings Renewal
Administration building air conditioning	Buildings Renewal
Depot Building upgrade	Buildings Renewal
Enhancement of Raw Square underpass (Artwork)	Other Structures
Central Library Upgrade	Buildings Renewal
Hudson Park - New Golf Club Building	Building - new
Hudson Park -Transforming Golf Course into open green space	Land Improvements
Bridge renewal - Pomeroy St	Bridge renewal - Pomeroy St
RMS road to recovery program	Traffic Facilities and Upgrade
Local area traffic management works	Traffic Facilities and Upgrade
Footpath constructions	Traffic Facilities and Upgrade
Road Renewals works	Traffic Facilities and Upgrade

Proposal	Program
Upgrade of Homebush village town centre - stage 1	Town Centre Renewal
Upgrade of Homebush West town centre	Town Centre Renewal
Purchase of additional rear loader truck - DWM	Plant & Equipment
Purchase additional flatbed truck - DWM	Plant & Equipment
Implementation of Smart City program -compactor Bins	Plant & Equipment
Street Tree Replacement in Strathfield LGA	Open Space/Land Improvements
Strathfield Park Kiosk/Café New	Amenities Upgrade
Airey Park amenities upgrade	Amenities Upgrade
CCTV Security System	CCTV Infrastructure
To repair pits, gullies and drainage as required	Storm Water and Drainage Infrastructure
Stormwater Drainage	Storm Water and Drainage Infrastructure

## Infrastructure Capital Works Program – 2018-2019

### Road Re-sheeting Programs

Ada Ave - From South St to Myrna Rd  
 Allen St - From Canal to Ismay Ave  
 Alviston St - From Vernon St to Homebush Rd  
 Anselm St - From Mooney St to Bede St; Bede St to McEncroe  
 Birnam Grove - From Homebush Rd to Chalmers Rd  
 Cross St - From High St to Gees Ave  
 Cross St - From Gees Ave to Hume Hwy  
 Excelsior Ave - From Water St to Chisholm St  
 Florence St - From Redmyre Rd to Elwin St  
 Hornsey Rd - From The Crescent to Exeter Rd  
 Howard St - From Shortland Ave to Karuah St  
 Palmer Ave - From Augusta St to Verona St  
 Parsons Ave - From Woodward Ave to Albyn Rd  
 Powell St - From Parramatta Rd to Underwood Rd  
 South St - From Newton Rd to Ada Ave  
 Strathlora St - From Wallis Ave to South St  
 Victoria St - From Homebush Rd to Summit Pl; Summit Pl to Chalmers Rd

### Footpath Programs

Abbotsford Road - From Bridge Road to Homebush Road  
 Ada Avenue - From Melville Avenue to Boden Avenue  
 Albert Road - From Dickson Street to Homebush Road  
 Albyn Street - From Chalmers Road to Homebush Road  
 Barker Road - From Marion Street to South Street  
 Burlington Road - From Meredith Street to Homebush Road  
 Chalmers Road - From Augusta Street to Gelling Avenue  
 Churchill Avenue - From Raw square to The Boulevard  
 Conventry Road - From Dickson Street to Rochester Street  
 Cotswold Road - From Hunter Street to Fairholm Street  
 Crane Street - From Loftus Crescent to Parramatta Road  
 Exeter Road - From East Bourne Road to Henley Road  
 Fraser Street - From Howard Street to Edgar Street  
 Hedges Avenue - From Liverpool Road to Augusta Street  
 Henley Road - From Exeter Road to Tavistock Road  
 High Street - From Wallis Avenue to Liverpool Road  
 Hunter Street - From Homebush Road to The boulevard  
 Margaret Street - From Redmyre Road to The Boulevard  
 Noble Avenue - From Amaroo Avenue to High Street  
 Redmyre Road - From Margaret Street to The Boulevard  
 St Annes Square - From Therry Street West to Therry Street West  
 Station Street - From Loftus Crescent to Parramatta Road  
 Tavistock Road - From East Bourne Road to Henley Road  
 The Boulevard - From Mintaro Avenue to Carrington Avenue  
 The Crescent - From Bridge road to Meredith Street



**Drainage Program**

Amaroo Avenue – From Noble Avenue to High Street

Homebush Road – From Fairholm Street to Gelling Avenue

South Street – From Glenarvon Street to Strathlora Street

Woodward Avenue – From Homebush Road to The Boulevarde

**Kerb and Gutter**

Ada Avenue – From Wilson Street to Bareena Street

Allen Street – From Ismay Avenue to Canal

Bareena Street – From Ada Avenue to Yarrowee Road

Birnam Grove – From Chalmers Road to Homebush Road

Duke Street – From Beresford Road to Albert Road

Edward Street – From Bennet Avenue to Liverpool Road

Hornsey Road – From Exeter Road to The Crescent

Victoria Avenue – From Elliott Street to Punchbowl Road

Woodward Avenue – From Homebush Road to The Boulevarde

**Traffic**

Arthur Street – Standard bicycle refuges

Arthur Street/Hornsey Road roundabout

Beresford Road/Homebush Road parking lane

Bridge Road – Parking lanes from Parramatta Road to Mackenzie Street

Henley Road/Tavistock Road Roundabout

Homebush Road/The Crescent to Arthur Street parking lines

The Crescent/Flemington Village 40km speed west of Hornsey Street

The Crescent/Flemington Village raised threshold west of Hampstead Road

The Crescent/West of Bridge Road raised thresholds west of Mackenzie Street

## PROGRAM INCOME AND EXPENDITURE SUMMARY

	Income	2018/2019	2019/2020	2020/2021	2021/2022
1	Social	7,868,147	3,664,885	3,723,390	3,804,240
2	Economic	13,876,333	10,407,346	10,790,599	10,779,539
3	Environment	13,510,172	13,927,427	14,084,234	14,408,347
4	Governance	44,634,137	45,301,758	46,390,239	47,505,404
	<b>Total Income</b>	<b>79,888,789</b>	<b>73,301,416</b>	<b>74,988,462</b>	<b>76,497,529</b>
	<b>Expenditure</b>				
1	Social	7,627,378	7,688,765	8,030,472	8,264,849
2	Economic	7,618,929	9,752,217	7,984,860	8,205,650
3	Environment	14,180,985	12,646,598	14,754,382	15,163,045
4	Governance	19,799,521	20,164,655	20,382,935	20,907,320
	<b>Total Expenditure</b>	<b>49,226,812</b>	<b>50,252,235</b>	<b>51,152,649</b>	<b>52,540,864</b>
	<b>Capital Expenditure</b>				
1	Social	5,028,857	1,216,600	1,319,500	1,522,500
2	Economic	9,526,039	6,237,151	6,573,060	6,748,269
3	Environment	2,453,561	2,144,424	1,996,023	2,035,023
4	Governance	13,653,520	13,451,006	13,947,230	13,650,873
	<b>Total Capital Expenditure</b>	<b>30,661,977</b>	<b>23,049,181</b>	<b>23,835,813</b>	<b>23,956,665</b>
	<b>Net Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## PROGRAM INCOME AND EXPENDITURE - BY BUDGET PROGRAM

Program Names	Budget Prog No	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
		Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>							
Corporate Services & Governance	1.0	(1,111,586)	(1,111,586)	(1,140,572)	(1,169,300)	(1,198,600)	(1,228,600)
Planning & Strategy	2.0	(250,000)	(674,361)	(199,360)	-	-	-
Blank	3.0	-	-	-	-	-	-
Human Services & Facilities	4.0	(215,610)	(220,610)	(190,641)	(195,500)	(200,600)	(205,900)
Recreation & Culture	5.0	(3,164,089)	(3,180,719)	(2,078,127)	(2,130,200)	(2,183,300)	(2,237,700)
Environmental Services	6.0	(2,421,200)	(2,421,200)	(3,323,200)	(3,406,500)	(3,491,800)	(3,579,100)
Public Order & Safety	7.0	-	-	-	-	-	-
Urban & Infrastructural Services & LUS	8.0	(4,888,079)	(4,890,079)	(5,418,412)	(5,554,600)	(5,693,900)	(5,836,500)
Environmental & Community Amenities	9.0	(10,282,811)	(10,639,331)	(11,199,521)	(11,699,600)	(11,782,100)	(12,076,900)
General Purpose Revenues	10.0	(22,834,320)	(22,834,320)	(26,231,411)	(26,601,000)	(27,241,100)	(27,897,000)
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
<b>Total Income</b>		<b>(45,167,695)</b>	<b>(45,972,206)</b>	<b>(49,781,244)</b>	<b>(50,756,700)</b>	<b>(51,791,400)</b>	<b>(53,061,700)</b>
<b>CAPITAL INCOME</b>							
Corporate Services & Governance	1.0	-	(8,956)	-	-	-	-
Planning & Strategy	2.0	(180,000)	(180,000)	(65,000)	(66,600)	(68,200)	(70,000)
Blank	3.0	-	-	-	-	-	-
Human Services & Facilities	4.0	-	-	(220,000)	-	-	-
Recreation & Culture	5.0	(15,905,206)	(16,048,853)	(4,351,825)	(400,000)	(400,000)	(400,000)
Environmental Services	6.0	-	(18,350)	(25,000)	-	-	-
Public Order & Safety	7.0	(195,700)	(195,700)	-	-	-	-
Urban & Infrastructural Services & LUS	8.0	(7,820,181)	(7,820,181)	(6,772,400)	(3,942,013)	(4,183,513)	(4,001,425)
Environmental & Community Amenities	9.0	(1,289,641)	(1,289,641)	(1,936,821)	(1,000,000)	(1,000,000)	(1,000,000)
General Purpose Revenues	10.0	(12,207,500)	(12,207,500)	(16,736,500)	(17,136,103)	(17,545,349)	(17,964,404)
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
<b>Total Capital Income</b>		<b>(37,598,229)</b>	<b>(37,769,182)</b>	<b>(30,107,546)</b>	<b>(22,544,716)</b>	<b>(23,197,062)</b>	<b>(23,435,829)</b>
<b>EXPENDITURE</b>							
Corporate Services & Governance	1.0	13,825,399	13,825,399	17,027,819	17,355,003	17,814,749	18,266,904
Planning & Strategy	2.0	2,717,670	3,142,031	2,005,028	1,859,900	1,428,900	1,469,500



Blank	3.0	-	-	-	-	-	-
Human Services & Facilities	4.0	1,957,775	1,962,775	2,065,395	2,119,300	2,180,700	2,243,500
Recreation & Culture	5.0	5,920,199	5,936,829	5,884,546	6,058,280	6,235,900	6,418,760
Environmental Services	6.0	4,099,041	4,099,041	4,387,025	4,513,000	4,642,300	4,775,200
Public Order & Safety	7.0	654,828	654,828	713,726	731,600	749,900	768,600
Urban & Infrastructural Services & LUS	8.0	5,928,867	5,930,867	6,492,127	6,681,452	6,876,000	7,076,200
Environmental & Community Amenities	9.0	11,068,091	11,424,611	10,651,147	10,933,700	11,224,200	11,522,200
General Purpose Revenues	10.0	-	-	-	-	-	-
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>46,171,870</b>	<b>46,976,381</b>	<b>49,226,812</b>	<b>50,252,235</b>	<b>51,152,649</b>	<b>52,540,864</b>
<b>CAPITAL EXPENDITURE</b>							
Corporate Services & Governance		484,160	493,116	1,602,270	1,075,600	1,287,500	699,700
Planning & Strategy		180,000	180,000	-	-	-	-
Blank		-	-	-	-	-	-
Human Services & Facilities		10,000	10,000	240,000	200,000	300,000	500,000
Recreation & Culture		16,991,206	17,134,853	4,465,625	516,600	519,500	522,500
Environmental Services		-	18,350	25,000	-	-	-
Public Order & Safety		195,700	195,700	-	-	-	-
Urban & Infrastructural Services & LUS		9,466,007	9,466,007	8,788,400	6,281,925	6,653,378	6,846,027
Environmental & Community Amenities		1,821,280	1,821,280	3,640,682	2,753,400	2,573,300	2,598,800
General Purpose Revenues		-	-	-	-	-	-
Appropriations for Future Expenditure		7,445,700	7,445,700	11,900,000	12,221,656	12,502,135	12,789,638
<b>Total Capital Expenditure</b>		<b>36,594,054</b>	<b>36,765,007</b>	<b>30,661,977</b>	<b>23,049,181</b>	<b>23,835,813</b>	<b>23,956,665</b>
<b>Net (Surplus) Deficit from Programs</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

CORPORATE SERVICES AND GOVERNANCE				PROGRAM NO. 1.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
INCOME						
Corporate Services	-910,586	-910,586	-1,139,572	-1,168,300	-1,197,600	-1,227,600
Civic Activities	-200,000	-200,000	0	0	0	0
Governance & Organisational Development	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
	0	0	0	0	0	0
Total Income	-1,111,586	-1,111,586	-1,140,572	-1,169,300	-1,198,600	-1,228,600
CAPITAL INCOME						
Corporate Services	0	0	0	0	0	0
Civic Activities	0	0	0	0	0	0
Governance & Organisational Development	0	-8,956	0	0	0	0
Total Capital Income	0	-8,956	0	0	0	0
EXPENDITURE						
Corporate Services	9,185,355	9,185,355	10,798,583	10,978,903	11,255,449	11,539,204
Civic Activities	552,500	552,500	407,000	415,200	423,500	412,000
Governance & Organisational Development	4,087,544	4,087,544	5,822,236	5,960,900	6,135,800	6,315,700
Total Expenditure	13,825,399	13,825,399	17,027,819	17,355,003	17,814,749	18,266,904
CAPITAL EXPENDITURE						
Corporate Services	40,000	40,000	25,000	25,600	26,200	26,900
Civic Activities	0	0	0	0	0	0
Governance & Organisational Development	444,160	453,116	1,577,270	1,050,000	1,261,300	672,800
	0	0	0	0	0	0
Total Capital Expenditure	484,160	493,116	1,602,270	1,075,600	1,287,500	699,700
Net (Surplus) Deficit from Programs	13,197,973	13,197,973	17,489,517	17,261,303	17,903,649	17,738,004

CORPORATE PLANNING AND STRATEGY			PROGRAM NO. 2.0			
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	0	0	-150,000	0	0	0
Natural Resources/Environmental	-250,000	-674,361	-49,360	0	0	0
Blank	0	0	0	0	0	0
<b>Total Income</b>	<b>-250,000</b>	<b>-674,361</b>	<b>-199,360</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL INCOME</b>						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	-180,000	-180,000	-65,000	-66,600	-68,200	-70,000
Natural Resources/Environmental	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>-180,000</b>	<b>-180,000</b>	<b>-65,000</b>	<b>-66,600</b>	<b>-68,200</b>	<b>-70,000</b>
<b>EXPENDITURE</b>						
Strategy & Strategic Projects	235,556	235,556	338,335	366,900	305,700	314,800
Planning & Strategy	1,594,870	1,594,870	1,080,507	1,069,900	689,700	710,300
Natural Resources/Environmental	887,244	1,311,605	586,186	423,100	433,500	444,400
<b>Total Expenditure</b>	<b>2,717,670</b>	<b>3,142,031</b>	<b>2,005,028</b>	<b>1,859,900</b>	<b>1,428,900</b>	<b>1,469,500</b>
<b>CAPITAL EXPENDITURE</b>						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	180,000	180,000	0	0	0	0
Natural Resources/Environmental	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>2,467,670</b>	<b>2,467,670</b>	<b>1,740,668</b>	<b>1,793,300</b>	<b>1,360,700</b>	<b>1,399,500</b>



HUMAN SERVICES AND FACILITIES			PROGRAM NO. 4.0			
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Administration		0	0	0	0	0
Facilities	0	0	0	0	0	0
Community Services	-215,610	-220,610	-190,641	-195,500	-200,600	-205,900
<b>Total Income</b>	<b>-215,610</b>	<b>-220,610</b>	<b>-190,641</b>	<b>-195,500</b>	<b>-200,600</b>	<b>-205,900</b>
<b>CAPITAL INCOME</b>						
Administration	0	0	0	0	0	0
Facilities	0	0	-220,000	0	0	0
Community Services	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>0</b>	<b>0</b>	<b>-220,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
Administration	0	0	0	0	0	0
Facilities	1,102,565	1,102,565	1,267,381	1,302,800	1,339,000	1,375,900
Community Services	855,210	860,210	798,014	816,500	841,700	867,600
<b>Total Expenditure</b>	<b>1,957,775</b>	<b>1,962,775</b>	<b>2,065,395</b>	<b>2,119,300</b>	<b>2,180,700</b>	<b>2,243,500</b>
<b>CAPITAL EXPENDITURE</b>						
Administration			0	0	0	0
Facilities	10,000	10,000	220,000	200,000	300,000	500,000
Community Services	0	0	20,000	0	0	0
<b>Total Capital Expenditure</b>	<b>10,000</b>	<b>10,000</b>	<b>240,000</b>	<b>200,000</b>	<b>300,000</b>	<b>500,000</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,752,165</b>	<b>1,752,165</b>	<b>1,894,754</b>	<b>2,123,800</b>	<b>2,280,100</b>	<b>2,537,600</b>

RECREATION AND CULTURE				Program No. 5.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Public libraries	-64,189	-64,189	-71,119	-73,000	-74,900	-76,800
Public Halls and Venues	-56,200	-56,200	-66,000	-67,600	-69,200	-70,900
Events and Tourism	-43,500	-43,500	-43,500	-44,500	-45,500	-46,500
Open Space and Bushland	-3,000,200	-3,016,830	-1,897,508	-1,945,100	-1,993,700	-2,043,500
<b>Total Income</b>	<b>-3,164,089</b>	<b>-3,180,719</b>	<b>-2,078,127</b>	<b>-2,130,200</b>	<b>-2,183,300</b>	<b>-2,237,700</b>
<b>CAPITAL INCOME</b>						
Public libraries	0	-32,581	-1,775,200	0	0	0
Public Halls and Venues	0	0	0	0	0	0
Events and Tourism	0	0	0	0	0	0
Open Space and Bushland	-15,905,206	-16,016,272	-2,576,625	-400,000	-400,000	-400,000
<b>Total Capital Income</b>	<b>-15,905,206</b>	<b>-16,048,853</b>	<b>-4,351,825</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>
<b>EXPENDITURE</b>						
Public libraries	1,371,753	1,371,753	1,420,889	1,464,900	1,510,300	1,557,000
Public Halls and Venues	14,000	14,000	2,000	2,000	2,000	2,000
Events and Tourism	620,000	620,000	865,000	886,900	909,100	932,000
Open Space and Bushland	3,914,446	3,931,076	3,596,657	3,704,480	3,814,500	3,927,760
<b>Total Expenditure</b>	<b>5,920,199</b>	<b>5,936,829</b>	<b>5,884,546</b>	<b>6,058,280</b>	<b>6,235,900</b>	<b>6,418,760</b>
<b>CAPITAL EXPENDITURE</b>						
Public libraries	251,000	283,581	1,889,000	116,600	119,500	122,500
Public Halls and Venues	0	0	0	0	0	0
Events and Tourism	0	0	0	0	0	0
Open Space and Bushland	16,740,206	16,851,272	2,576,625	400,000	400,000	400,000
<b>Total Capital Expenditure</b>	<b>16,991,206</b>	<b>17,134,853</b>	<b>4,465,625</b>	<b>516,600</b>	<b>519,500</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>3,842,110</b>	<b>3,842,110</b>	<b>3,920,219</b>	<b>4,044,680</b>	<b>4,172,100</b>	<b>4,303,560</b>

ENVIRONMENTAL SERVICES			PROGRAM NO. 6.0			
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Administration	0	0	0	0	0	0
Development Control	-1,020,500	-1,020,500	-952,000	-975,900	-1,000,400	-1,025,500
Regulatory Services	-1,400,700	-1,400,700	-2,371,200	-2,430,600	-2,491,400	-2,553,600
<b>Total Income</b>	<b>-2,421,200</b>	<b>-2,421,200</b>	<b>-3,323,200</b>	<b>-3,406,500</b>	<b>-3,491,800</b>	<b>-3,579,100</b>
<b>CAPITAL INCOME</b>						
Administration	0	0	-25,000	0	0	0
Development Control	0	-18,350	0	0	0	0
Regulatory Services	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>0</b>	<b>-18,350</b>	<b>-25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
Administration	2,292,846	2,292,846	1,646,664	1,687,900	1,730,200	1,773,300
Development Control	750,597	750,597	889,374	918,400	948,200	979,000
Regulatory Services	1,055,598	1,055,598	1,850,987	1,906,700	1,963,900	2,022,900
<b>Total Expenditure</b>	<b>4,099,041</b>	<b>4,099,041</b>	<b>4,387,025</b>	<b>4,513,000</b>	<b>4,642,300</b>	<b>4,775,200</b>
<b>CAPITAL EXPENDITURE</b>						
Administration	0	0	25,000	0	0	0
Development Control	0	18,350	0	0	0	0
Regulatory Services	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>0</b>	<b>18,350</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,677,841</b>	<b>1,677,841</b>	<b>1,063,825</b>	<b>1,106,500</b>	<b>1,150,500</b>	<b>1,196,100</b>



URBAN INFRASTRUCTURAL SERVICES				PROGRAM NO. 7.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Community Safety	0	0	0	0	0	0
Emergency Services	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL INCOME</b>						
Community Safety	-195,700	-195,700	0	0	0	0
Emergency Services	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>-195,700</b>	<b>-195,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
Community Safety	14,000	14,000	15,000	15,400	15,800	16,200
Emergency Services	640,828	640,828	698,726	716,200	734,100	752,400
<b>Total Expenditure</b>	<b>654,828</b>	<b>654,828</b>	<b>713,726</b>	<b>731,600</b>	<b>749,900</b>	<b>768,600</b>
<b>CAPITAL EXPENDITURE</b>						
Community Safety	195,700	195,700	0	0	0	0
Emergency Services	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>195,700</b>	<b>195,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>654,828</b>	<b>654,828</b>	<b>713,726</b>	<b>731,600</b>	<b>749,900</b>	<b>768,600</b>

URBAN INFRASTRUCTURAL SERVICES				PROGRAM NO. 8.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Urban and Support Services	-3,350,462	-3,350,462	-4,593,412	-4,708,400	-4,826,100	-4,946,700
Roads	-543,800	-545,800	-530,000	-543,400	-557,100	-571,000
Ancillary Roadworks	-993,817	-993,817	-295,000	-302,800	-310,700	-318,800
Footpaths	0	0	0	0	0	0
Civic Services	0	0	0	0	0	0
<b>Total Income</b>	<b>-4,888,079</b>	<b>-4,890,079</b>	<b>-5,418,412</b>	<b>-5,554,600</b>	<b>-5,693,900</b>	<b>-5,836,500</b>
<b>CAPITAL INCOME</b>						
Urban and Support Services	-1,744,000	-1,744,000	-1,209,000	-1,239,300	-1,270,300	-1,302,100
Roads	-4,296,034	-4,296,034	-3,846,400	-1,202,713	-1,400,713	-1,174,025
Ancillary Roadworks	-1,780,147	-1,780,147	-1,200,000	-1,000,000	-1,000,000	-1,000,000
Footpaths	0	0	-517,000	-500,000	-512,500	-525,300
Civic Services	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>-7,820,181</b>	<b>-7,820,181</b>	<b>-6,772,400</b>	<b>-3,942,013</b>	<b>-4,183,513</b>	<b>-4,001,425</b>
<b>EXPENDITURE</b>						
Urban and Support Services	2,947,705	2,947,705	2,392,302	2,461,600	2,532,700	2,605,900
Roads	563,760	565,760	516,205	529,300	542,700	556,400
Ancillary Roadworks	1,221,526	1,221,526	1,095,022	1,122,800	1,151,200	1,180,200
Footpaths	382,141	382,141	439,982	452,100	464,400	477,000
Civic Services	813,736	813,736	2,048,616	2,115,652	2,185,000	2,256,700
<b>Total Expenditure</b>	<b>5,928,867</b>	<b>5,930,867</b>	<b>6,492,127</b>	<b>6,681,452</b>	<b>6,876,000</b>	<b>7,076,200</b>
<b>CAPITAL EXPENDITURE</b>						
Urban and Support Services	2,085,000	2,085,000	3,000,000	3,075,000	3,151,900	3,230,700
Roads	4,396,034	4,396,034	3,946,400	1,581,300	1,862,678	1,963,027
Ancillary Roadworks	2,511,671	2,511,671	1,300,000	1,100,000	1,100,000	1,100,000
Footpaths	435,302	435,302	517,000	500,000	512,500	525,300
Civic Services	38,000	38,000	25,000	25,625	26,300	27,000
<b>Total Capital Expenditure</b>	<b>9,466,007</b>	<b>9,466,007</b>	<b>8,788,400</b>	<b>6,281,925</b>	<b>6,653,378</b>	<b>6,846,027</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>2,686,614</b>	<b>2,686,614</b>	<b>3,089,715</b>	<b>3,466,764</b>	<b>3,651,965</b>	<b>4,084,302</b>

ENVIRONMENTAL AND COMMUNITY AMENITIES				PROGRAM NO. 9.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Household Garbage Collection	-9,994,116	-10,350,636	-10,897,703	-11,390,200	-11,465,000	-11,751,800
Street Cleaning	0	0	0	0	0	0
Urban Stormwater Drainage	-288,695	-288,695	-301,818	-309,400	-317,100	-325,100
Public Facilities/Community Amenities	0	0	0	0	0	0
<b>Total Income</b>	<b>-10,282,811</b>	<b>-10,639,331</b>	<b>-11,199,521</b>	<b>-11,699,600</b>	<b>-11,782,100</b>	<b>-12,076,900</b>
<b>CAPITAL INCOME</b>						
Household Garbage Collection	0	0	-35,000	0	0	0
Street Cleaning	0	0	0	0	0	0
Urban Stormwater Drainage	-155,000	-155,000	-953,000	0	0	0
Public Facilities/Community Amenities	-1,134,641	-1,134,641	-948,821	-1,000,000	-1,000,000	-1,000,000
<b>Total Capital Income</b>	<b>-1,289,641</b>	<b>-1,289,641</b>	<b>-1,936,821</b>	<b>-1,000,000</b>	<b>-1,000,000</b>	<b>-1,000,000</b>
<b>EXPENDITURE</b>						
Household Garbage Collection	9,986,414	10,342,934	9,573,178	9,825,500	10,084,900	10,351,000
Street Cleaning	679,098	679,098	960,344	987,500	1,015,400	1,044,100
Urban Stormwater Drainage	338,579	338,579	117,625	120,700	123,900	127,100
Public Facilities/Community Amenities	64,000	64,000	0	0	0	0
<b>Total Expenditure</b>	<b>11,068,091</b>	<b>11,424,611</b>	<b>10,651,147</b>	<b>10,933,700</b>	<b>11,224,200</b>	<b>11,522,200</b>
<b>CAPITAL EXPENDITURE</b>						
Household Garbage Collection	7,702	7,702	1,359,525	1,564,700	1,380,100	1,400,800
Street Cleaning	0	0	0	0	0	0
Urban Stormwater Drainage	288,650	288,650	1,137,193	188,700	193,200	198,000
Public Facilities/Community Amenities	1,524,928	1,524,928	1,143,964	1,000,000	1,000,000	1,000,000
<b>Total Capital Expenditure</b>	<b>1,821,280</b>	<b>1,821,280</b>	<b>3,640,682</b>	<b>2,753,400</b>	<b>2,573,300</b>	<b>2,598,800</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,316,919</b>	<b>1,316,919</b>	<b>1,155,487</b>	<b>987,500</b>	<b>1,015,400</b>	<b>1,044,100</b>

GENERAL PURPOSE REVENUES				PROGRAM NO. 10.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
General Purpose Revenues	-22,834,320	-22,834,320	-26,231,411	-26,601,000	-27,241,100	-27,897,000
<b>Total Income</b>	-22,834,320	-22,834,320	-26,231,411	-26,601,000	-27,241,100	-27,897,000
<b>CAPITAL INCOME</b>						
General Purpose Revenues	-12,207,500	-12,207,500	-16,736,500	-17,136,103	-17,545,349	-17,964,404
<b>Total Capital Income</b>	-12,207,500	-12,207,500	-16,736,500	-17,136,103	-17,545,349	-17,964,404
<b>EXPENDITURE</b>						
General Purpose Revenues	0	0	0	0	0	0
<b>Total Expenditure</b>						
<b>CAPITAL EXPENDITURE</b>						
General Purpose Revenues	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	0	0	0	0	0	0
<b>Net (Surplus) Deficit from Programs</b>	-35,041,820	-35,041,820	-42,967,911	-43,737,103	-44,786,449	-45,861,404



APPROPRIATION – FUTURE EXPENDITURE				PROGRAM NO. 11.0		
Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	Adopted Budget	Budget as at Sept Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Appropriations for Future Expenditure	0	0	0	0	0	0
<b>Total Income</b>	0	0	0	0	0	0
<b>CAPITAL INCOME</b>						
Appropriations for Future Expenditure	0	0	0	0	0	0
<b>Total Capital Income</b>	0	0	0	0	0	0
<b>EXPENDITURE</b>						
Appropriations for Future Expenditure	0	0	0	0	0	0
<b>Total Expenditure</b>	0	0	0	0	0	0
<b>CAPITAL EXPENDITURE</b>						
Appropriations for Future Expenditure	7,445,700	7,445,700	11,900,000	12,221,656	12,502,135	12,789,638
<b>Total Capital Expenditure</b>	7,445,700	7,445,700	11,900,000	12,221,656	12,502,135	12,789,638
<b>Net (Surplus) Deficit from Programs</b>	7,445,700	7,445,700	11,900,000	12,221,656	12,502,135	12,789,638

## Revenue Policy 2018-2019

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

Rates  
Domestic waste annual charge  
Fees and charges  
Private works  
Borrowings

The total income that can be raised from levying rates on property is capped by the NSW State Government through the Independent Pricing & Regulatory Tribunal (IPART) which has determined that NSW Councils may increase general income from rates by a maximum of 2.3% in 2018/19.

Council may apply to IPART for a special rate variation above the rate peg limit, subject to certain criteria.

### Ordinary Rate - Ad Valorem / Base Rate

Strathfield Council proposes for 2018-2019 to make and levy an ordinary rate for that year pursuant to Sections 494 and 543 of the *Local Government Act 1993* such rate to comprise:

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

### Council proposes to make and levy the following rates for 2017-2018

- A Residential Ordinary Rate of 0.056055 cents in the dollar on the value of all rateable land that falls within the 'residential' category of Strathfield Council and subject to a base rate of \$404.10 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.256003 cents in the dollar on the value of all rateable land that falls within the 'business' category of Strathfield Council and subject to a base rate of \$404.10 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 2.3% as set by IPART.

IPART rate calculations are based on land valuations with a base date of 1 July 2016, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the *Local Government Act*.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566 (3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 7.5% per annum and calculated on a daily basis for the 2018-2019 financial year.

Land Value	Type of Rate	\$		\$	%
	<b>Residential</b>				
	Base amount	\$404.10		\$5,971,173	49.99
	Cents in dollar	0.056055		\$5,970,754	50.01
			<b>TOTAL</b>	<b>\$11,940,927</b>	<b>100</b>
	<b>Business</b>				
	Base amount	\$404.10		\$438,044	8.04
	Cents in dollar	0.256003		\$5,009,069	91.96
				\$5,447,113	100
	<b>TOTAL</b>			<b>\$17,388,040</b>	

### Rate and charges reductions for eligible pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card, up to a maximum of \$250.00. Council resolved (minute 132/13) that eligible pensioners and Commonwealth Seniors Health Care Card Holders be exempted from the Stormwater Management Service Charge.

### Rate Installments

Rate Installments will be due on the following dates:  
First rate instalment due on 31 August 2018  
Second rate instalment due on 30 November 2018  
Third rate instalment due on 28 February 2019  
Fourth rate instalment due on 31 May 2019

**Carrying out work on private land**

Under the provisions of s.67(1) of the Local Government Act 1993, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (use pays) basis including design, supervision and staff overheads.

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

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

- Road construction
- Kerbing and guttering
- Paving
- Fencing
- Landscaping
- Land clearing and fire hazard reduction or removal
- Demolition and excavation
- Building inspection
- Trade waste

Giving effect to, or compliance with, an order issued pursuant to Section 124 of the *Local Government Act 1993*. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

**Domestic Waste Management Charges**

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

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

A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.  
A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:

- (a) the service is available for that land, and
- (b) the owner of that land requests or agrees to the provision of the service to that land, and

(c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

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

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

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in a proposed charge of \$710 for 2018-2019.

**2018-2019 Domestic Waste Management Service Charges**

Service	Cost (\$)
Minimum service	710
Additional service - 120L Garbage	710
Additional service - 240L Garden vegetation	Free
Additional service - 240L Recycling	Free

**Stormwater Management Service Charge**

Council has established a Stormwater Management Service Charge to ratepayers used to fund capital and recurrent costs associated with stormwater management programs.

The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a *Stormwater Management Services Charge (Local Government Amendment (Stormwater) Act 2005* and amendments to the *Local Government (General) Regulation 2005*.

The purpose of the charge is to allow Council the option to raise additional revenue to cover some or all of the costs of providing new or additional stormwater management services within a catchment, suburb or local government area. The charge provides a reliable revenue source for stormwater works in regard to publicly notified programs set out in the Operational Plan.

All funding collected must be applied to stormwater management projects, which can include:

- Mainstream flood mitigation works
- Local drainage and overland flow path upgrades
- Urban drainage renewal
- Water quality infrastructure
- Stormwater maintenance

Studies or investigations to identify appropriate works  
Enhanced pipe drainage maintenance

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

The maximum amount of a stormwater charge that Council proposes to charge is \$25.00 for a single residential property. A pro-rata charge will apply to commercial land or strata units capped at \$25.00 per 350m<sup>2</sup>.

The charge will be used to recover the cost of providing new or additional stormwater management services to eligible land. The following charges are to be made for 2018/19:

Land categorised as residential:	\$25.00	For a single residential dwelling
Residential strata lots	\$12.50	For each strata unit
Residential flats, community title, tenants-in-common residential units	\$12.50	For each flat/unit
Land categorised as Business	\$25.00	Plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of \$200.00
Business Strata Lots, Business Company Title	\$5.00	Minimum \$5 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business charge of \$200

The estimated income from the charge is approximately \$309,965.

#### National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify those business activities in accordance with the guidelines set down by the Office of Local Government.

Category 1 Businesses are those with an annual gross operating income greater than \$2 million.

Based on Council's annual financial statements, the following activities have a turnover of \$2 million or more, and are therefore classified as Category 1 business activities:

- Domestic Waste Management

Category 2 Businesses are those with an annual gross operating income less than \$2 million. The following activities are classified as Category 2 business activities:

- Hudson Park Golf Course and Driving Range

#### Pricing Policy and Principles for Council Fees and Charges

In accordance with Section 608 of the *Local Government Act 1993* and other relevant legislation, Council charges and recovers approved fees and charges for services it provides.

The 2018-2019 Fees and Charges Schedule is issued as an attachment to this plan.

The fees and charges are generally intended to be imposed on the following services provided by Strathfield Council under the *Local Government Act* or any other Act or regulations. This can include:

- supply of a product, service or commodity
- giving information
- providing a service in connection with the exercise of the council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- inspection of premises associated with commercial activity or building approval or compliance
- allowing admission to any building or enclosure
- possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611 *Local Government Act*)
- allowing use or benefit from Council's assets and facilities etc
- fees for business activities (s.610A *Local Government Act*)

In cases where the amount of fees and charges for service is determined under another Act or regulatory bodies, Council will apply the amount determined under the other Act or Regulation such as *Environmental Planning and Assessment Act 1979* and *Companion Animals Act 2008*

In determining the amount of fees and charges, Strathfield Council shall consider the following factors:

- the cost of providing the service
- the importance or benefit of the service to the community
- prices fixed by the relevant industry bodies
- any factors specified in the *Local Government regulations*



In accordance with the Section 610D of the *Local Government Act 1993*, Council charges a higher fee or an additional fee for an expedited serviced provided, for example, in case of urgency. In accordance with Section 610E of the *Local Government Act 1993*, Council may provide for reductions in the cost of use of Council facilities in accordance with Council policy.

All of Council's fees and charges not subject to statutory controls are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the *Local Government Act 1993* and Regulations.

In accordance to Section 610F of the *Local Government Act 1993*, Strathfield Council will give public notice for at least 28 days of changes in fees and charges already adopted or any new fees and charges.

The predominant consideration in reviewing Council's fees and charges is recovery of the cost of providing the service.

#### **Goods and Services Tax (GST)**

The Goods and Services Tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.



# Fees and Charges

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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Strathfield Municipal Council

### Development Control

#### 1. Development Applications

NOTE: All development applications involving costs of such development in excess of \$50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as  $P = (\$0.64 \times E / 1000) - \$5$ , to the Department of Planning, where  $P$  = amount payable, and  $E$  = estimated cost of such development.

#### Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building

Up to \$5,000	\$110.00	\$110.00	N	a
\$5,001 – \$50,000	\$170 plus additional \$3.00 for each \$1,000 or part thereof		N	a
\$50,001 – \$250,000	\$352 plus additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000		N	a
\$250,001 – \$500,000	\$1,160 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000		N	a
\$500,001 – \$1,000,000	\$1,745 plus additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000		N	a
\$1,000,001 – \$10,000,000	\$2,615, plus additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000		N	a

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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building [continued]

More than \$10,000,000		\$15,875 plus additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000		N	a
Development involving the erection of a dwelling house or dwelling alterations with an estimated construction cost of less than \$100,000	per application	\$455.00	\$455.00	N	a
Development not involving the erection of a building (including temporary structures), the carrying out of a work, the subdivision of land or the demolition of work or a building (change of use, including the use of a building as a PoPE)	per application	\$285.00	\$285.00	N	a

### Additional Fees

Additional Fee – Residential Apartment Development referred to a design review panel		\$3,000.00	\$3,000.00	N	f
Additional Fee – Redevelopment referred to a design review panel		\$3,000.00	\$3,000.00	N	f
Additional Fee for referral to an independent professional expert where applications with significant impact on the built, social and natural environments		\$3,000.00	\$3,000.00	N	f

### Development involving the subdivision of land

#### NOTES:

1. Subdivision of land includes a plan of subdivision under Section 195 of the Conveyancing Act 1919 or a strata plan of subdivision.
2. All development applications involving costs of such development in excess of \$50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as  $P = (\$0.64 \times E / 1000) - \$5$ , to the Department of Planning, where  $P$  = amount payable, and  $E$  = estimated cost of such development.

Subdivision Involving Opening of a Public Road		\$665 plus \$65/additional lot created		N	a
Subdivision Not Involving the Opening of a Public Road		\$330 plus \$53/additional lot created		N	a
Strata Subdivision		\$330 plus \$65/additional lot created		N	a
Subdivision Certificate Fee (Release of plan)		\$640.00	\$640.00	N	a
Where no new lots are proposed, ie. simple common boundary adjustments and consolidation (non Legislative)		\$825.00	\$825.00	N	a
Line Checking Fee		\$880.00	\$880.00	N	a
Resigning Subdivision Plans by General Manager or Authorised Officer		\$880.00	\$880.00	N	a

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Integrated Development

Administration Fee		\$140.00	\$140.00	N	a
Approval Fee to each approval body	per approval body	\$320.00	\$320.00	N	a

### Designated Development

Designated Development Fee		\$920.00	\$920.00	N	a
(\$920 plus any other DA scale fee in this schedule)					

### Additional Fees

Additional Fee – Residential Apartment Development referred to a design review panel		\$0.00	\$600.00	N	f
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### Submission of Amended Plans – prior to determination of development application

Amendment Fee		50% of original fee PLUS advertising fee if readvertising is required – refer to Section 9 "Advertising Fees"		N	b
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### Modification of a Development Consent (Section 96) – after consent has been issued

#### NOTES:

1. No fee charged if agreed council error.
2. An additional fee for notification of the modification application may apply (refer to "Advertising Fees").

### Modification under Section 96(1)

Modification involving a correction of a minor error, misdescription or miscalculation [Section 96(1)]		\$71.00	\$71.00	N	a
Modification under Section 96(1A) or 96AA(1) (modifications of minor environmental impact)		\$645 or 50% of the original fee, whichever is the lesser amount		N	a

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Modification under Section 96(2) or 96AA(1):****(a) If the original development application fee was less than \$100**

Modification Fee		50% of the original fee		N	a
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**(b) If the original development application fee was \$100 or more**

For applications not involving the erection of buildings (including temporary structures), the carrying out of a work or the demolition of work or a building (change of use, including the use of a building as a PoPE)		50% of the original fee		N	a
Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of \$100,000 or less		\$190.00	\$190.00	N	a
plus an additional amount if notice of the application is required to be given under Section 96(2) or S96AA (1) of the Act.		\$665.00	\$665.00	N	a

**(c) Any other cases other than (a) and (b) above**

Up to \$5,000		\$55.00	\$55.00	N	a
\$5,001 – \$250,000		\$85 plus an additional \$1.50 for each 1,000 or part thereof		N	a
\$250,001 – \$500,000		\$500 plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds \$250,000		N	a
\$500,001 – \$1,000,000		\$712 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000		N	a
\$1,000,001 – \$10,000,000		\$987 plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000		N	a

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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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(c) Any other cases other than (a) and (b) above [continued]

More than \$10,000,000		\$4,737 plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000		N	a
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### Review of a Development Determination (Section 82A)

**NOTES:**

1. This must be lodged within 12 months after the date the determination is issued.
2. An additional fee for notification of the application may apply (refer to "Advertising Fees").

(a) For applications not involving erection of buildings (including temporary structures), the subdivision of land, the carrying out of work, demolition of work or a building (change of use, including the use of a building as a PoPE).

Review Fee		\$142.00	\$142.00	N	a
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(b) Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of \$100,000 or less

Review Fee		\$190.00	\$190.00	N	a
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(c) Any other cases other than (a) and (b) above

Up to \$5,000		\$55.00	\$55.00	N	a
\$5,001 – \$250,000		\$85, plus an additional \$1.50 for each 1,000 (or part thereof) of the estimated cost		N	a
\$250,001 – \$500,000		\$500, plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds 250,000		N	a

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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## (c) Any other cases other than (a) and (b) above [continued]

\$500,001 – \$1,000,000		\$712, plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds 500,000		N	a
\$1,000,001 – \$10,000,000		\$987, plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds 1,000,000		N	a
More than \$10,000,000		\$4,737, plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds 10,000,000		N	a

**Extension of a Development Consent (Section 95A and Clause 114)**

NOTE: An application can only be made if the original consent was issued for a period of less than 5 years.

Extension Fee	50% of original fee OR a maximum fee of \$2,200	N	b
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**Advertising Fees**

(a) Advertised Development	\$1,105.00	\$1,105.00	N	a
(b) Designated Development	\$2,220.00	\$2,220.00	N	a
(c) Prohibited Development	\$1,105.00	\$1,105.00	N	a
(d) Integrated Development	\$1,105.00	\$1,105.00	N	a
(e) Development for which Consolidated DCP 2005 requires notice to be given other than (a), (b), (c) or (d) above	\$1,105.00	\$1,105.00	N	a
(f) Modification of a Development Consent (Only if previously advertised or required by Consolidated DCP 2005 Part L to be notified)	\$620.00	\$620.00	N	a
(g) Review of a Development Determination (under Section 82A(4(a)) EPA Act where required by Consolidated DCP 2005 Part L to be notified)	\$620.00	\$620.00	N	a

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Development for the purpose of one or more advertisements**

DA Advertising Sign		\$300.00	\$305.00	Y	f
Each Additional Sign		\$105.00	\$110.00	Y	f

**Notification Fees**

Up to \$5,000	\$290.00	\$295.00	N	b
\$5,001 – \$100,000	\$320.00	\$325.00	N	b
\$100,001 – \$500,000	\$315 plus an additional \$0.75 for each 1,000 (or part thereof) by which the estimated cost exceeds \$100,000		N	b
\$500,001 – \$9,999,999	\$645 plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000		N	b
Greater than \$10,000,000	\$4,555 plus an additional \$0.20 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000		N	b

**Scanning of Plans**

*NOTE: Scanning Fee required when lodgement of DA Plans, Complying Development Applications and Unauthorised Works Applications.*

**Estimated Cost**

\$0 – \$150,000	\$80.00	\$85.00	N	f
\$150,001 – \$300,000	\$100.00	\$105.00	N	f
\$300,000 – \$500,000	\$150.00	\$155.00	N	f
\$500,001 – \$1,000,000	\$300.00	\$305.00	N	f
\$1,000,001 or more	\$600.00	\$605.00	N	f

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Stamping of Plans

Up to 2 Plan Sets			Free	N	f
Additional Set	per set	\$65.00	\$70.00	N	f
CD with NOD and Stamped Plans	per CD	\$25.00	\$30.00	N	f

### 2. Construction Certificates

#### NOTES:

1. Construction Certificate fees are in addition to the required development application fee.
2. A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application.
3. The Construction Certificate application shall be accompanied by working drawings, building specifications and engineering plans (where relevant).

### Application of a Construction Certificate

#### Class 1 & 10 Buildings

Valued up to \$50,000	\$2,075.00	\$2,075.00	Y	d
Valued between \$50,001 – \$500,000	\$3,075.00	\$3,075.00	Y	d
Valued between \$500,001 – \$1,000,000	\$4,075.00	\$4,075.00	Y	d
Valued more than \$1,000,000	\$5,075.00	\$5,075.00	Y	d

#### Class 2 – 9 Buildings

Valued up to \$100,000	\$3,495.00	\$3,495.00	Y	d
Valued between \$100,001 – \$500,000	\$5,495.00	\$5,495.00	Y	d
Valued between \$500,001 – \$1,000,000	\$6,995.00	\$6,995.00	Y	d
Valued at greater than \$1,000,000	Quote will be provided		Y	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Subdivision Works**

Valued up to \$100,000	per unit or lot	\$774.00	\$774.00	Y	d
Valued between \$100,001 – \$500,000	per unit or lot	\$1,548.00	\$1,548.00	Y	d
Valued between \$500,001 – \$4,000,000	per unit or lot	\$3,096.00	\$3,096.00	Y	d
Valued at greater than \$4,000,001		Quote will be provided		Y	d

**Construction Certificate Applications Involving a Building Code of Australia Alternative Solution**

Application Fee	Relevant application fee PLUS \$4,500 minimum. Additional charges may be levied to recover council's costs in more complicated assessments at the rate of \$364/hour or part thereof. Such charges will be as determined by the Group Manager Planning & Environment in consultation with the applicant.	Y	d
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**Modification of a Construction Certificate**

Modifications to Dwellings or Outbuildings	\$990.00	\$990.00	Y	d
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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### 3. Complying Development Certificates

#### Application of a Complying Certificate

##### Estimated Cost

Up to \$5,000	\$1,110.00	\$1,110.00	Y	d
\$5,000 – \$100,000	\$832 PLUS \$3.63/1,000 for the amount greater than \$5,000		Y	d
\$100,000 – \$250,000	\$946 PLUS \$2.59/1,000 for the amount greater than \$100,000		Y	d
More than \$250,000	\$1,224 PLUS \$1.04/1,000 for the amount greater than \$250,000		Y	d

#### Submission of Amended Plans – prior to determination of complying development certificate application

Submission Fee	50% of original application fee	Y	d
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#### Modification/Cancellation of a Complying Certificate(S.87) – after certificate has been issued

Modification / Cancellation Fee	75% of original application fee	Y	d
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### 4. Building Certificates

#### Application of a Building Certificate

##### Class 1 & 10 Buildings

Application for each dwelling contained in building or in any other building on the allotment.	\$250.00	\$250.00	N	a
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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Any Other Class of Buildings**

Up to 200 m²		\$250.00	\$250.00	N	a
Between 200 m² and 2,000 m²		\$250 plus 50 cents/m² over 200 m²		N	a
Greater than 2,000 m²		\$1,165 plus 75 cents/m² over 2,000 m²		N	a
Where application relates to external wall or does not have a floor area		\$250.00	\$250.00	N	a

**Other**

Additional Inspection before issuing a building certificate if necessary	per inspection	\$90.00	\$90.00	N	a
Copy of Building Certificate (Clause 261 EP&A Regulation) with owner's consent		\$13.00	\$13.00	N	d

**5. Occupation Certificates****Occupation Certificate for a New Building (Section 109M)**

Where Council nominated as the PCA, has inspected the building works during construction and an inspection package is purchased from Council		\$681.00	\$681.00	Y	d
Where Council has not inspected the works or done the critical stage inspection		\$6,995 minimum (quotes will be provided)		Y	d

**Occupation Certificates for a Change of Building Use (where no building works are proposed) (Section 109N)**

Up to 200 m²		\$350.00	\$350.00	Y	d
Between 200 m² and 2,000 m²		\$350.00	\$350.00	Y	d
Greater than 2,000 m²		\$650.00	\$650.00	Y	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## 6. Inspection Fees

### NOTES:

1. Inspection fees are payable in addition to the construction certificate or complying development certificate application fee where Council has been nominated as the Principal Certifying Authority (PCA).
2. Council inspection packages include the cost of all necessary inspections and the issue of one Occupation Certificate for all Building Classes, except Class 1a Dwellings, or Class 10a & 10b Buildings.
3. There will be no refund of package fees where the applicant or builder has failed to provide Council with any or adequate notice of the need to carry out progress inspections.

### General

Building Inspection Fees (for building categories not specifically mentioned in this table)		\$250.00	\$250.00	Y	d
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### Multi-Unit Housing

Townhouses or Villas	per unit	\$350.00	\$350.00	Y	d
Flats	per unit	\$350.00	\$350.00	Y	d

### Commercial/Industrial Buildings

New Commercial/Industrial Buildings (up to 2,000 m <sup>2</sup> )		\$850.00	\$850.00	Y	d
New Commercial/Industrial Buildings (over 2,000 m <sup>2</sup> )		\$2,150.00	\$2,150.00	Y	d

### Other

Change of Use (no building work)	per inspection	\$350.00	\$350.00	Y	d
Re-inspection Fee (for defective work or not ready at time of inspection, fee must be paid before final clearance)		\$250.00	\$250.00	Y	d
Cancellation Fee			Sum of fee	Y	d

## 7. Security Deposits

Estimated Cost

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Damage Security Deposit**

Up to \$5,000		\$260.00	\$260.00	N	b
\$5,001 – \$10,000		\$330.00	\$330.00	N	b
\$10,001 – \$15,000		\$430.00	\$430.00	N	b
\$15,001 – \$25,000		\$630.00	\$630.00	N	b
\$25,001 – \$50,000		\$1,330.00	\$1,330.00	N	b
\$50,000 – \$100,000		\$2,700.00	\$2,700.00	N	b
\$100,001 – \$250,000		\$5,200.00	\$5,200.00	N	b
\$250,001 – \$500,000		\$8,100.00	\$8,100.00	N	b
\$500,001 – \$1,000,000		\$12,200.00	\$12,200.00	N	b
\$1,000,001 – \$2,000,000		\$15,000.00	\$15,000.00	N	b
\$2,000,001 – \$3,000,000		\$18,000.00	\$18,000.00	N	b
\$3,000,001 – \$4,000,000		\$21,000.00	\$21,000.00	N	b
\$4,000,001 – \$5,000,000		\$24,000.00	\$24,000.00	N	b
\$5,000,001 – \$6,000,000		\$27,000.00	\$27,000.00	N	b
\$6,000,001 – \$7,000,000		\$30,000.00	\$30,000.00	N	b
\$7,000,001 and above		\$33,000.00	\$33,000.00	N	b

**Tree Bonds (per tree):**

Under 5 metres high		\$1,650.00	\$1,650.00	N	b
5 metres – 10 metres high		\$6,600.00	\$6,600.00	N	b
10 metres – 15 metres high		\$13,100.00	\$13,100.00	N	b
15 metres – 20 metres high		\$19,100.00	\$19,100.00	N	b
Over 20 metres high		\$25,100.00	\$25,100.00	N	b
Significant Trees, up to 50 years old & 50 – 100 years old		\$30,100.00	\$30,100.00	N	b



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Bank Guarantee in Lieu of Cash Bond

Bank Guarantee up to \$50,000 (not refundable)		\$154.00	\$154.00	Y	b
Bank Guarantee greater than \$50,000 (not refundable)		\$154 plus additional 0.02% of the Value of the Bank Guarantee		Y	b

### 8. Tree Pruning / Removal Applications

Application Fee – Removal 1-5 trees		\$220.00	\$220.00	N	b
Extra Tree Removal	per tree	\$44.00	\$44.00	N	b
Application Fee – Pruning only		\$130.00	\$130.00	N	b
Review of Tree Determination		\$220 Plus external review costs if required		N	b
Extension of Approved Tree Work		\$52.00	\$52.00	N	b

### 9. Miscellaneous Applications

#### Section 149 (Planning) Certificates

Section 149(2)		\$53.00	\$53.00	N	a
Section 149(5) and (2)		\$133.00	\$133.00	N	a
Section 149 Certificate – Urgent processing Fee (plus above fee)		\$153.00	\$153.00	N	a

#### Outstanding Notices (Section 735A & 121ZP)

NOTE: Joint fee is charged for both applications

Section 121ZP of the EPA Act 1979		\$153.00	\$153.00	N	a
(Relates to Outstanding Notices and Orders relevant to development and building activities that would be notified by Council under EPA Act)					
Section 735A of the LG Act 1993		\$153.00	\$153.00	N	a
(Relates to Outstanding Notice, Order, direction or Demand but only to those matters issued under the LG Act.)					

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Section 68 Application**

Install a manufactured home, moveable dwelling or associated structure on land		\$170.00	\$170.00	N	a
Install or operate an amusement device		\$374.00	\$374.00	N	a
For All Other Activities Requiring Approval under Section 68		\$220.00	\$220.00	N	a
Review of a Determination of Activity Application (Section 100)		\$114.00	\$114.00	N	a
Amendment of an Activity Approval (Section 106)		\$187 or 50% of original fee, whichever is greater		N	a
Extension of an Activity Approval (Section 107)		50% of original fee to a maximum of \$150		N	a

**Section 88G Certificates**

Certificate under S88G of Conveyancing Act – no inspection		\$10.00	\$10.00	N	a
Certificate under S88G of Conveyancing Act – requiring inspection		\$35.00	\$35.00	N	a

**10. Other Fees****Registration Fee for Certificates Issued by External PCA**

Registration Fee for Lodgement of Certificates Issued by External PCA (CDC, CC, OC, compliance and subdivision certificate)		\$36.00	\$36.00	N	a
Principal Certifying Authority Signs		\$25.00	\$25.00	Y	d
Development Application Site Notices		\$189.00	\$189.00	Y	d

**Refund of Withdrawn Applications (prior to determination)**

Where no assessment done		Refund 50% of original fee		N	d
If assessment partially done		Refund 20% of original fee		N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Professional Services Charges

Professional Officer Charge Rate (not referred to specifically elsewhere)	per hour	\$250.00	\$250.00	Y	f
This fee applied to call outs for pollution outbreaks, compliance certificates, construction certificates, development application assessments, fire safety surveys of buildings, written professional advice, other specialised services and those associated with related council programs.					

### Meeting with Professional Officers

Dwelling Houses	per meeting	\$125.00	\$125.00	Y	f
Minor Commercial / Industrial	per meeting	\$125.00	\$125.00	Y	f
Multi-unit Residential, Commercial / Industrial Development	per meeting	\$737.00	\$737.00	Y	f

### Information Requests

Information Request involving staff research or a written response (with owner's consent)	per hour	\$125.00	\$125.00	N	n
(minimum charge 1 hour, exact fee will be dependant upon staff time involved)					

### Sale of Building Development Approvals Records

Sale of Building and Development Approvals Records (per year)		\$1,061.00	\$1,061.00	N	f
Sale of Building and Development Approval Records (per month)		\$107.00	\$107.00	N	f

### Builders Indemnity Insurance

*Construction Certificates and Complying Development Certificates cannot be issued unless the applicant provides a Certificate of Insurance issued by an approved insurer under the Home Building Act 1989.*

*Persons who wish to do building work on their own home may apply to the Department of Fair Trading for an owner-builder permit where:*

- (a) the cost of the work exceeds 5,000;*
- (b) the work relates to a single dwelling – house or dual occupancy; and*
- (c) the work requires development consent or is complying development.*

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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Builders Indemnity Insurance [continued]

*An owner-builder who sells their dwelling within 7 years of completion of the work must take out home warranty insurance.*

*Works valued less than \$12,000 value, no insurance is required when carried out by a licensed builder.*

### Long Service Levy

*For building or subdivision works that exceed a value of \$25,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited certifier) issuing the Construction or Complying Development Certificate.*

*Council acts as an agent for collection of this levy. The amount payable is currently fixed at 0.35% of the total cost of the work and is GST exempt.*

### Development Contribution Plans

*Refer to Section 94 & 94A Contribution Plans.*

- *Direct Development Contributions Plan 2010-2030 (effective 27 September 2016)*
- *Indirect Development Plan (effective 3 September 2010)*
- *Strathfield Value Sharing Contributions Policy*

### Other Works related to Development Controls

*Other works related to Development Controls, for example Road Opening Permit, Work Zone, Hoarding etc, refer to the details under "Civil & Urban Services".*



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Strategic Planning

### 1. Assessment of Planning Proposals

**NOTES:**

1. Minor LEP amendment – planning proposal with no map change (ie no zone, FSR or height change);
2. Major Non Complex – located outside the Parramatta Road Corridor; located outside the Planned Precinct; not Industrial zoned land;
3. Major Complex – within the Parramatta Road Corridor and/or Planned Precinct or rezoning proposals related to industrial zoned land.

#### Pre-Pre-Planning Proposal Consultation (prior to the lodgement of the Planning Proposal and mandatory for all applications)

Minor LEP Amendment	\$0.00	\$1,000.00	N	f
Major Non Complex	\$0.00	\$1,500.00	N	f
Major Complex	\$0.00	\$2,000.00	N	f

#### Stage 1 – Assessment of Planning Proposal (payable on lodgement of PP)

**NOTES:**

1. Preparation of a planning report to council with recommendations, and where endorsed by Council, the submission of the Department for a Gateway Determination (including submission of additional information to the Department as a result of conditions relating to the Gateway Determination.
2. If the planning proposal does not proceed to Gateway, a refund of a maximum 30% of the Stage 1 fee may apply, subject to Council's discretion).

Minor LEP Amendment	\$0.00	\$10,000.00	N	f
Major Non Complex	\$0.00	\$25,000.00	N	f
Major Complex	\$0.00	\$40,000.00	N	f

#### Stage 2 – Review and Finalisation

**NOTE:** Preparation of report post exhibition and finalisation of the documentation to the Department.

Minor LEP Amendment	\$0.00	\$5,000.00	N	f
Major Non Complex	\$0.00	\$10,000.00	N	f
Major Complex	\$0.00	\$20,000.00	N	f

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Advertisement and Notification (payable by applicant upon receipt of Gateway Determination and applicable to all application types)**

Advertisement	per advertisement	\$0.00	\$3,000.00	N	f
Notification	per property notified	\$0.00	\$3.00	N	f

**Additional Costs & Expenses**

*NOTE: For all LEP/DCP amendments (minor, major non-complex or major complex) any additional costs and expenses incurred by Council in undertaking studies, peer reviews and other matters required in relation to the planning proposal are to be paid at cost.*

Assessment of additional studies by external consultant, peer review	Full cost recovery	N	b
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**Amendments to Development Control Plan**

Request to amend a Development Control Plan – Minor	\$0.00	\$10,000.00	N	f
Request to amend a Development Control Plan – Major	\$0.00	\$20,000.00	N	f
Preparation of a new site specific Development Control Plan	Full cost recovery		N	f

**Public Hearing (if required)**

Public Hearing	Full cost recovery	N	b
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**Change of Street Number or Address**

Change of Street Number and/or Address	\$163.00	\$163.00	N	b
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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## 2. Other Fees

Certified Copy of Document, Map or Plan (s 150(2) EPA Act)		\$40.00	\$40.00	N	b
Strathfield Local Environment Plan		\$50.00	\$50.00	N	b
Strathfield Consolidated Development Control Plan 2005 (in folder)		\$150.00	\$150.00	N	b
A3-Size Planning Map (Colour)		\$25.00	\$25.00	N	b
A1-Size Planning Map (Colour)		\$60.00	\$60.00	N	b
A0-Size Planning Map (Colour)		\$100.00	\$100.00	N	b
DCP – Other		\$30.00	\$30.00	N	b
Copy of Indirect and Direct Development Contributions Plan		\$30.00	\$30.00	N	b

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## **Environmental Health & Compliance**

### ***1. Fire Safety***

#### **Fire Safety Inspection Fee**

Business Premises (Boarding Houses, Function Centres, Assembly Buildings, etc.)		\$295.00	\$295.00	Y	b
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#### **Fire Safety Statement Registration**

Fire Safety Statement Registration – on time		\$124.00	\$124.00	N	d
Fire Safety Statement Registration – late lodgement – up to 1 week		\$500.00	\$500.00	N	f
Fire Safety Statement Registration – late lodgement – up to 2 weeks		\$1,000.00	\$1,000.00	N	f
Fire Safety Statement Registration – late lodgement – up to 3 weeks		\$1,500.00	\$1,500.00	N	f
Fire Safety Statement Registration – late lodgement – 4 weeks or more		\$2,000.00	\$2,000.00	N	f

### ***2. Environmental Health***

#### **Food Premises**

Food Premises – Medium Risk	annual admin fee including 1 inspection	\$569.00	\$569.00	N	d
Food Premises – High Risk	annual admin fee including 2 inspections	\$748.00	\$748.00	N	d
School Canteens	annual admin fee including 1 inspection	\$179.00	\$179.00	N	d
Improvement Notice under Food Act 2003		\$330.00	\$330.00	N	a
Food Shop Re-inspection Fee	per inspection	\$115.00	\$120.00	N	d
Mobile Food Vending Vehicles (including Sydney Markets)	registration fee & 1 inspection included	\$220.00	\$220.00	N	d
Temporary Food Stalls Registration Fee	single event	\$70.00	\$70.00	N	d
Temporary Food Stalls Registration Fee (12 months)	multi-events	\$0.00	\$220.00	N	d



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Hairdressing/Beauty/Tattooist**

Registration		\$100.00	\$100.00	N	d
Inspection		\$189.00	\$189.00	N	d
Subsequent Inspection		\$125.00	\$125.00	N	d

**Boarding House**

Registration		\$130.00	\$130.00	N	d
Inspection		\$460.00	\$460.00	N	d
Subsequent Inspection		\$161.00	\$161.00	N	d

**Cooling Towers**

Registration		\$82.00	\$82.00	N	d
Inspection (1 cooling tower)		\$200.00	\$200.00	N	d
Subsequent Inspection		\$131.00	\$131.00	N	d
Additional Cooling Tower Inspection		\$135.00	\$135.00	N	d

**Water Monitoring Public Swimming Pools & Spas**

Registration		\$100.00	\$100.00	N	d
Inspection (including Water Testing)		\$255.00	\$255.00	N	d
Subsequent Inspection		\$128.00	\$128.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Private Swimming Pools

NSW Pool Registration Fee		\$10.00	\$10.00	N	a
Inspection Fee – 1st Inspection (including Certificate of Compliance)		\$150.00	\$150.00	Y	a
Inspection Fee – 2nd Inspection (including Certificate of Compliance)		\$100.00	\$100.00	Y	a
Application to Install		See DA/GC fees or Complying Development fees if pool is classed as complying development		N	a
Application for Exemption (under Section 22 of the Swimming Pools Act 1992, Clause 13 Swimming Pool Regulation 2008)		\$70.00	\$70.00	N	a
Resuscitation Charts		\$17.00	\$17.00	Y	d

### Environmental Compliance

Environment Protection Notice Administration Fee (eg. clean up notice, prevention notice, compliance cost notice)		\$535.00	\$550.00	N	a
Environmental Compliance Audit Inspection Fee		\$284.00	\$284.00	N	b
Environmental Compliance Audit Re-inspection		\$120.00	\$120.00	N	b
Compliance Cost Notice	per issue of an order	\$500.00	\$500.00	N	a

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### 3. Regulatory

#### Management of Animals

NOTE: When seeking a reduction in the prescribed fee, proof of circumstances must be shown.

Desexed Animal		\$55.00	\$55.00	N	a
Non-desexed Animal		\$201.00	\$201.00	N	a
Desexed Animal owned by Pensioner		\$23.00	\$23.00	N	a
Animals owned by Registered Breeders		\$55.00	\$55.00	N	a
Pound/Shelter Desexed Animal		\$27.50	\$27.50	N	a
Compliance Certificate for Dangerous or Restricted Dogs		\$150.00	\$150.00	N	a
Surrender of Dogs/Cats to Council		\$265.00	\$265.00	N	b
(Owner must sign the prescribed form surrendering rights in the animal per dog or cat.)					

#### Impounding of Animals

Initial Administration Fee		\$95.00	\$95.00	N	b
Maintenance Fees for Impounded Animals	per dog/cat per day	\$40.00	\$40.00	N	b
Return of Stray Dog to Owner (When dog is microchipped and registered)		\$85.00	\$85.00	N	b

#### Impounding of Motor Vehicles (excluding animals)

Impounding Motor Vehicles		\$206.00	\$206.00	N	b
Release Fee		\$120.00	\$120.00	N	b
Towing Fees		\$100.00	\$100.00	N	b
Storage Fees		\$20.00	\$20.00	N	b

#### Impounding of Others (excluding animals)

Fees to Release items impounded from public places (eg. signs, shopping trolleys, etc)		\$71.00	\$71.00	N	b
Daily Storage		\$15.00	\$15.00	N	b

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Contaminated Land

Preparation of Positive Covenants	per document	\$430.00	\$430.00	N	b
Registration of Land Remediation Notice – carry out category 2 remediation works (clause 16 – SEPP 55)	per notification	\$145.00	\$145.00	N	a
Information furnished from Council's records on enquiry		\$57.00	\$57.00	N	b
Copy of Site Audit Statement		\$57.00	\$57.00	N	b



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Corporate & Governance

### 1. Rates & Finance Services

#### Rates & Property Inquires

Section 603 Certificate	per application	\$80.00	\$80.00	N	a
Section 603 Certificate – Urgent processing Fee (plus above fee)	per application	\$169.00	\$169.00	N	b
Copy of Rates Notice/Instalment Notice/Ownership Letter	per copy	\$20.00	\$20.00	N	b
Provide Statement of Rates Accounts	per property	\$30.00	\$30.00	N	b
Interest on Overdue Rates			7.50%	N	a

#### Finance Services

Administration Fee on Dishonour Payment to Council	per payment	\$30 plus Bank Fee		Y	b
(The surcharged by Bank or Australia Post to be added to the Dishonoured Admin Fee as bank fee)					
Debtor Late Payment Fee (Non-rates)	per payment	\$50.00	\$50.00	N	b
Credit Card Surcharge (Service Merchant Fee) where underlying fee is a taxable supply		0.7% of total transaction		Y	b
Credit Card Surcharge (Service Merchant Fee) where underlying fee is not a taxable supply	per payment	0.7% of total transaction		N	b

### 2. Business Use of Council's Footpath/Street

#### Footpath Display

Application Fee (non-refundable even application rejected)	per application	\$120.00	\$120.00	N	f
Footpath Display Bond	per application	\$300.00	\$300.00	N	f
Annual Rental Charge	per square metre	\$80.00	\$90.00	N	f
Approvals – Renewals and Transfers		\$65.00	\$65.00	N	f

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Street Dining

Application Fee (non-refundable even if the application rejected)	per application	\$160.00	\$160.00	N	f
Street Dining Bond – Town Centre	per application	\$1,500.00	\$1,500.00	N	f
Street Dining Bond – Other Centres	per application	\$1,000.00	\$1,000.00	N	f
Annual Rental Charge – Town Centre	per square metre	\$287.00	\$300.00	N	f
Annual Rental Charge – Other Centres	per square metre	\$155.00	\$165.00	N	f
Marking Space on Footpath		\$100.00	\$100.00	N	f
Approvals – Renewals and Transfers		\$100.00	\$100.00	N	f

### 3. Access to Information

#### GIPA Act 2009

GIPA Application – Access to Information	per application	\$30.00	\$30.00	N	a
GIPA Internal Review Application	per application	\$40.00	\$40.00	N	a
GIPA Processing of Application by individual relating to their personal affairs (after first 20 hours only)	per hour	\$30.00	\$30.00	N	a

#### Business Papers

All Business Paper	per year	\$991.00	\$991.00	N	f
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#### Printing & Copying (for public access to documents)

*Notwithstanding the following fee, where it is necessary to incur overtime for Council staff to meet urgent requests for the documents, an additional charge will apply.*

A4 per copy	per sheet	\$1.00	\$1.00	N	b
A3 per copy	per sheet	\$2.00	\$2.00	N	b
A2, A1 per copy	per sheet	\$14.00	\$14.00	N	b
A0 per copy	per sheet	\$21.00	\$21.00	N	b

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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#### 4. Other

##### Subpoenas Service

Conduct Money – for one hour		\$102.00	\$105.00	N	b
Conduct Money – for subsequent hours		\$61.00	\$63.00	N	b
Licence – Preparation Fee		\$580.00	\$595.00	N	b

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Events & Filming

### 1. Events

#### Major Festivals & Events (Attendance > 5000)

Merchandise Stall Hire (Covered)	per duration of the event	\$420.00	\$420.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Corporate Stall Hire (Covered)	per duration of the event	\$620.00	\$620.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Food Stall Hire	per duration of the event	\$520.00	\$520.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Food Van Site	per duration of the event	\$750.00	\$750.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Non-for-Profit Stall (covered)	per duration of the event	\$110.00	\$110.00	Y	d
Power Connection	per duration of the event	\$80.00	\$80.00	Y	d
Cool Room Shelf	per duration of the event	\$90.00	\$90.00	Y	d
Temporary Food Van/Stall Inspection fee	per van/stall	\$70.00	\$70.00	Y	d

#### Other Council Events and Activities (Attendance < 5000)

Stall Hire (covered)	per duration of the event	\$280.00	\$280.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Banners

Banner Site	per site	\$125.00	\$150.00	Y	d
Banner Installation / Removal		\$200.00	\$220.00	Y	d
Each Additional Banner Install / Removal		\$100.00	\$110.00	Y	d

### Visits by Overseas Delegations to Council

0 – 10 Delegates	per hire	\$350.00	\$350.00	Y	d
11 – 20 Delegates	per hire	\$400.00	\$400.00	Y	d
21 – 30 Delegates	per hire	\$500.00	\$500.00	Y	d
Cancellations within 24 hours notice of visit or non-attendance at scheduled time			Full charges	Y	d

## 2. Filming

NOTE: For fees relating to traffic management or use of community facilities – refer to relevant sections.

Application – Ultra Low in Complexity (conditions as per NSW Filming Protocol 2009)		Free	N	a
Application – Low in Complexity (conditions as per NSW Filming Protocol 2009)	\$150.00	\$150.00	N	a
Application – Medium Impact (conditions as per NSW Filming Protocol 2009)	\$300.00	\$300.00	N	a
Application – High Impact (conditions as per NSW Filming Protocol 2009)	\$500.00	\$500.00	N	a
Major Revisions to a Filming Application		75% of original application fee	N	a

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Community Services

### 1. Activities & Programs

#### Aged Day Care Fee & General Activities

NOTE: Fees will change when CHSP Fee Schedule is adopted by Commonwealth Govt.

Aged Day Care Fee and General Activities	per day	\$15.00	\$15.00	Y	c
General Seniors Activities	per activity	\$5.00	\$5.00	Y	c

#### School Holiday Program

Level 1 Programme	per session	\$6.00	\$6.00	Y	c
Level 2 Programme	per session	\$8.00	\$8.00	Y	c
Level 3 Programme	per session	\$10.00	\$10.00	Y	c

#### Seniors Activities

Level 1 Programme	per session	\$6.00	\$6.00	Y	c
Level 2 Programme	per session	\$8.00	\$8.00	Y	c
Level 3 Programme	per session	\$10.00	\$10.00	Y	c
Level 4 Programme	per session	\$20.00	\$20.00	Y	c

#### Disability Activities

Level 1 Programme	per session	\$6.00	\$6.00	Y	c
Level 2 Programme	per session	\$6.00	\$6.00	Y	c
Level 3 Programme	per session	\$6.00	\$6.00	Y	c

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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General Fees

Level 1 Programme	per session	\$6.00	\$6.00	Y	c
Level 2 Programme	per session	\$8.00	\$8.00	Y	c
Level 3 Programme	per session	\$10.00	\$10.00	Y	c

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Hall Hires

### 1. Hall Hire Application

Application Fee all Venues (non-refundable)	per application	\$58.00	\$60.00	Y	b
Administration Fee for Amending a Confirmed Booking	per occurrence	\$46.00	\$47.00	Y	b

### 2. Strathfield Town Hall

#### Main Hall & Supper Room

Monday-Friday (9am to 5pm)	per hour	\$81.00	\$83.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$124.00	\$127.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$105.00	\$108.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$148.00	\$151.00	Y	d

#### Supper Room

Monday-Friday (9am to 5pm)	per hour	\$61.00	\$63.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$95.00	\$97.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$76.00	\$78.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$109.00	\$112.00	Y	d

#### Supervision (Council Provided)

Monday-Friday (9am to 5pm)	per hour	\$32.00	\$33.00	Y	b
All Other Times	per hour	\$79.00	\$81.00	Y	b
Fee for Non-insured Hirers	per hire	\$46.00	\$47.00	Y	f
Bond Fee – Security, Cleaning and Damage	per hire	\$1,200.00	\$1,200.00	N	d



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### 3. Strathfield Community Centre

Room No 1 Redmyre Room (large room, parquet floor)	per hour	\$66.00	\$68.00	Y	d
Room No 2 Airey Room (carpeted, front building)	per hour	\$42.00	\$43.00	Y	d
Room No 3 Wangal Room (carpeted, rear building)	per hour	\$48.00	\$49.00	Y	d
Bond – Use of Kitchen (Regular Hirers Only)	per hire	\$200.00	\$200.00	N	d
Fee for Non-insured Hirers	per hire	\$46.00	\$48.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d
Office	per week	\$95.00	\$100.00	Y	d
Storage Cost	per year	\$110.00	\$113.00	Y	d

### 4. Library Meeting Rooms

NOTE: Reduced hire rates for approved community groups is per Council's Hire of Community Facilities Policy.

#### Ironbark Room

Whole Room	per hour	\$91.00	\$93.00	Y	d
Half Room	per hour	\$46.00	\$47.00	Y	d

#### After Hours Hire of Ironbark Room

Whole Room	per hour	\$136.00	\$139.00	Y	d
Half Room	per hour	\$69.00	\$71.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d

#### Acacia or Grevillea Meeting Room

Whole Room	per hour	\$26.00	\$27.00	Y	d
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#### Melaleuca Interview Room

Whole Room	per hour	\$19.00	\$20.00	Y	d
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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### High Street

Half Room (available weekends only)	per hour	\$46.00	\$47.00	Y	d
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### After Hours Hire of High Street

Whole Room	per hour	\$134.00	\$137.00	Y	d
Half Room	per hour	\$69.00	\$71.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d
Fee for Non-insured Hirer	per hour	\$46.00	\$47.00	Y	d

### 5. Dutton Centre

#### 40 Augusta Street Strathfield

Activity Area	per hour	\$56.00	\$57.00	Y	d
Office	per hour	\$40.00	\$41.00	Y	d
Meeting Room	per hour	\$18.00	\$19.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d
Fee for Non-insured Hirer	per hour	\$46.00	\$47.00	Y	d

### 6. Community Facilities Frequent Hire

#### NOTES:

1. Regular hirers of Community Facilities may apply for fee relief under the following criteria. Subsidy can be cumulative but has a maximum cap of 85% of the hourly full fee rate.
  - (a) The social or community benefit of the proposed activity may apply for a 40% fee reduction. The subsidy application must clearly illustrate alignment with Council's Community Strategic Plan as being one of Council's community priorities.
  - (b) Organisation is managed on a voluntary basis and has no external funding to support the delivery of the program may apply for a 20% fee reduction.
  - (c) Local benefit to Strathfield LGA residents may apply for a 25% fee reduction, but must have more than 65% of organisation membership, as per complete membership list with address, reside in the Strathfield LGA.
2. Regular hirers must enter into a Regular User's Facilities Hire Agreement and will be subject to annual reporting of results and compliance with all terms and conditions. Annual proof of entitlement to each subsidy allowed will be required.
3. Casual community users of Community facilities may apply for a 50% fee reduction, but must submit their application for subsidy together with their application to hire.

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**6. Community Facilities Frequent Hire** *[continued]*

Service & Utilities Annual Fee – Regular Users	per year	\$0.00	\$250.00	Y	c
Service & Utilities Fee – Casual Users (12 Hires or under per annum)	per hire	\$0.00	\$20.85	Y	c

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Library

### 1. Library Services

#### Membership Services

Membership Fee			Free	N	e
Inter Library Loan Fee (other than reciprocal libraries)		\$6.00	\$6.00	Y	c
Inter Library Loan Fee (university libraries)		\$17.00	\$17.00	Y	c

#### Fines & Late Fees

Library Items Overdue (maximum \$20.00)	per day	\$0.30	\$0.30	N	b
Lost or Replacement Membership Card		\$5.00	\$5.00	N	b
Lost or Damaged Item		Replacement cost of article or equivalent		N	b
Lost or Damaged Processing Fee		\$10.00	\$10.00	N	b
Lost or Damaged CD/DVD Cases		\$3.00	\$3.00	N	b

#### Printing and Photocopying

Photocopying & Printing – B&W A4	per sheet	\$0.20	\$0.20	Y	b
Photocopying & Printing – Colour A4	per sheet	\$2.00	\$2.00	Y	b
Photocopying & Printing – B&W A3	per sheet	\$0.40	\$0.40	Y	b
Photocopying & Printing – Colour A3	per sheet	\$4.00	\$4.00	Y	b

#### Sundry Items

Local Telephone Calls	per call	\$1.00	\$1.00	Y	d
Exam Supervision	each	\$35.00	\$35.00	Y	d
USB Stick, Earphones etc	per item		Market Price	Y	d



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## 2. Activity Services

### Library Activities

Level 1 Programme		\$5.00	\$5.00	Y	b
Level 2 Programme		\$8.00	\$8.00	Y	b
Level 3 Programme		\$10.00	\$10.00	Y	b
Level 4 Programme		\$20.00	\$20.00	Y	b

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Nursery

### 1. Sales of Plants

Hiko (V-50 & v-93) Squat 50mm Tube	per unit	\$2.00	\$2.00	Y	d
Tubes – 50mm (Quantity 1-10)		\$4.00	\$4.00	Y	d
Tubes – 50mm (Bulk Purchase Quantity 11 or more)	per unit	\$3.00	\$3.00	Y	d
Quantity 11 PLUS					
Tubes – 70mm	per unit	\$5.00	\$5.00	Y	d
Tubes – 200mm	per unit	\$26.00	\$26.00	Y	d
Rounds – 75mm	per unit	\$4.00	\$4.00	Y	d
Squats – 100mm	per unit	\$4.00	\$4.00	Y	d
Pots – 140mm or 150mm	per unit	\$9.00	\$9.00	Y	d
Squats – 200mm	per unit	\$12.00	\$12.00	Y	d
Rocket Pot – K2026 (Rocket Pot to be returned)	per unit	\$18.00	\$18.00	Y	d
Rocket Pot – K3026 or 25 Litre bag (Rocket Pot to be returned)	each	\$35.00	\$35.00	Y	d
Rocket Pot – K4032 (Rocket Pot to be returned)	each	\$65.00	\$65.00	Y	d
Strip Pot	each	\$23.00	\$23.00	Y	d
Hiko Tray Deposit		\$5.00	\$5.00	N	d
Carry Tray Deposit		\$6.00	\$6.00	N	d

### 2. Community Gardens

NOTE: All plot fees payable July 1, pro rata when joining after September.

Annual Membership Fee	\$50.00	\$50.00	Y	d
Annual Plot Fee (individual)	\$50.00	\$50.00	Y	d
Annual Plot Fee (family / group)	\$60.00	\$60.00	Y	d
Key Deposit (refundable)	\$50.00	\$50.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## **Parks & Reserves**

### ***1. Sportsfield Seasonal Hire***

#### **NOTES:**

1. Calendar Year divided between Summer Season (Sept to March) and Winter Season (April to August).
2. Seasonal Hirers have access to sportsfields, change rooms, canteens and lighting.

#### **Hire Application**

Application Fee (non-refundable)	per application	\$55.00	\$57.00	Y	d
Bond (including keys)	per application	\$1,000.00	\$1,030.00	N	d

#### **Hire Fee (based on the sports group)**

Soccer & Rugby League	per full sized field per hour	\$17.00	\$18.00	Y	d
Cricket	per full sized field per hour	\$20.00	\$21.00	Y	d
Touch Football (2 per field)	per full sized field per hour	\$29.00	\$30.00	Y	d
Other Sports	per full sized field per hour	\$18.00	\$19.00	Y	d

#### **Synthetic Field**

Seasonal Hire Full Size Field (max participants 22 players)	per full sized field per hour	\$0.00	\$50.00	Y	d
Seasonal Hire Half Size Field	per half sized field per hour	\$0.00	\$30.00	Y	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Other**

Change of Regular Booking Fee	per occurrence	\$45.00	\$47.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	\$345.00	\$355.00	Y	d
Lighting Fee		Per utility usage		Y	d
Kiosk/Canteen	per day booked for the season	\$317.00	\$327.00	Y	d
Store Room	per season	\$167.00	\$167.00	Y	d
Pavilion Hire (Airey Park & Hudson Park)	per hour	\$0.00	\$20.00	Y	d
Pavilion Bond	per application	\$0.00	\$500.00	N	d

**Line Marking Fee**

Football Field	per field per occurrence	\$245.00	\$252.00	Y	d
Touch Football Field	per field per occurrence	\$124.00	\$128.00	Y	d
Soccer Field	per field per occurrence	\$245.00	\$252.00	Y	d
Volleyball Court	per court per occurrence	\$124.00	\$128.00	Y	d
Netball Court	per court per occurrence	\$124.00	\$128.00	Y	d
Athletics	per occurrence	\$344.00	\$354.00	Y	d

**2. Sportsfield Casual Hire****Hire Application**

Application Fee (non-refundable)	per application	\$55.00	\$57.00	Y	d
Bond (including keys)	per application	\$1,000.00	\$1,030.00	N	d



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Hire Fee (based on the number of attendances)**

Up to 100 people	per full sized field per hour	\$300.00	\$309.00	Y	d
Between 101 – 200 people	per full sized field per hour	\$600.00	\$618.00	Y	d
Between 201 – 300 people	per full sized field per hour	\$1,000.00	\$1,030.00	Y	d
Between 301 – 400 people	per full sized field per hour	\$1,500.00	\$1,545.00	Y	d
Between 401 – 500 people	per full sized field per hour	\$2,100.00	\$2,163.00	Y	d
Over 500 People or Special Events	per full sized field per hour	To be negotiated		Y	d

**Synthetic Field**

Casual Hire (max participants 22 players)	per full sized field per hour	\$0.00	\$80.00	Y	d
Local Primary School Hire	per full sized field per hour	\$0.00	\$20.00	Y	d
Commercial Group	per full sized field per hour	\$0.00	\$180.00	Y	d

**Other**

Change of Booking Fee	per occurrence	\$45.00	\$47.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	\$345.00	\$355.00	Y	d
Lighting Fee	per occurrence	\$45.00	\$46.00	Y	d
Kiosk/Canteen	per hire	\$210.00	\$216.00	Y	d
Pavilion Hire (Airey Park & Hudson Park)	per hour	\$0.00	\$45.00	Y	d
Pavilion Bond	per application	\$0.00	\$500.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### 3. Park Access

#### Park Hire

NOTE: Bonds are for breaches to Hire Agreements, Damage to Playing Surfaces and Waste. Council will charge for labour, materials and administration fees.

Application Fee	per application	\$247.00	\$254.00	Y	d
Supervision Fee	per day	\$173.00	\$178.00	Y	d
Site Compound Fee		Quote will be provided		Y	d
Park Access Bond	per application	\$1,000.00	\$1,030.00	N	d
Key Bond	per key	\$100.00	\$103.00	N	d
Replacement of Keys	per set	\$377.00	\$388.00	Y	d

#### Miscellaneous Hire

Store Room Hire	per season	\$162.00	\$167.00	Y	d
Change Room Hire	per hire	\$55.00	\$57.00	Y	d
Amenities Hire	per hire	\$28.00	\$29.00	Y	d
Additional Bin	per bin	\$130.00	\$134.00	Y	d
Sale of Plan of Management		\$17.00	\$18.00	Y	d

#### Strathfield Square Hire

Application Fee	per application	\$55.00	\$57.00	Y	d
Access Fee		Quote will be provided		Y	d
Bond	per application	\$1,000.00	\$1,030.00	N	d

### 4. Hudson Park Golf Course

#### 18 Holes – Monday to Friday

Adult – Non Members (White)		\$23.00	\$23.00	Y	f
Pensioner / Children under 15 (Yellow)		\$12.00	\$12.00	Y	f

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**18 Holes – Weekends & Public Holidays**

Adult – Non Members (Blue)		\$28.00	\$28.00	Y	f
Pensioner / Children under 15 (Pink)		\$12.00	\$12.00	Y	f

**9 Holes – 7 Days**

Adult – Non Members (Green)		\$18.00	\$18.00	Y	f
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**Driving Range**

Small Bucket – 50 Golf Balls	per bucket	\$15.00	\$15.00	Y	f
Large Bucket – 100 Golf Balls	per bucket	\$25.00	\$25.00	Y	f

**Other**

Advertising Hudson Park Golf Course	per week	\$25.00	\$25.00	Y	f
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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## **Civic & Urban Services**

### ***1. Parking***

#### **Residential Parking**

Residential Parking Permits (visitors or residents)	each per year	\$60.00	\$62.00	N	c
There is no discount on additional parking permits					

#### **Parking Meters**

Parking Metres (Monday to Friday) – First 90 Minutes	per hour	\$2.00	\$2.00	Y	d
Parking Metres (Monday to Friday) – Subsequent Hours	per hour	\$3.60	\$3.70	Y	d
Parking Metres (Saturday & Sunday) – First 2 Hours	per hour	\$2.00	\$2.00	Y	d
Parking Metres (Saturday & Sunday) – Subsequent Hours	per hour	\$3.60	\$3.70	Y	d

### ***2. Restorations***

#### **Establishment**

Establishment Fee for Works under \$1,500 in total	each	\$464.00	\$475.00	N	d
Establishment Fee for Works over \$1,500 in total	each	\$281.00	\$288.00	N	d
Saw Cutting 25 mm depth	per metre	\$138 Site Establishment Fee PLUS \$42 charged per metre		N	d



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Roads (min / m²)**

Cement Concrete	per m²	\$969.00	\$993.00	N	d
Asphaltic Concrete Flexible Base	per m²	\$613.00	\$628.00	N	d
Asphalt Concrete (AC10, 75mm) – up to 5 m²	per m²	\$379.00	\$388.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 5 m², less than 35 m²	per m²	\$275.00	\$282.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 35 m², less than 100 m²	per m²	\$214.00	\$220.00	N	d
Asphalt Concrete (AC10, 50mm with Concrete Base 230mm, 5MP with 2 layers of SL81 Reinforcing Mesh on 150mm, 5MPa Lean Mix sub-base) – 5 to 20 m²	per m²	\$873.00	\$895.00	N	d

**Footpath & Driveway (min / m²)**

Footpath 75 mm	per m²	\$321.00	\$329.00	N	d
Paving Bricks on Road Base	per m²	\$713.00	\$731.00	N	d
Paving Bricks on Concrete Base	per m²	\$1,288.00	\$1,320.00	N	d
Top-dress Formed or Grass Area	per m²	\$155.00	\$159.00	N	d
Construct Grass Verges	per m²	\$243.00	\$249.00	N	d

**Kerb & Gutter**

Standard (min / m)	per metre	\$547.00	\$560.00	N	d
Dish Crossing (min / m)	per metre	\$877.00	\$899.00	N	d
Kerb Outlet 90 mm	each	\$258.00	\$265.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Stormwater Drainage

Medium Density Development	per application	\$567.00	\$581.00	N	d
Stormwater Drainage Assessment and Inspection Fee	per hour	\$176.00	\$180.00	N	d
Single Dwelling, no OSD (minimum \$120) Single Dwelling with OSD (minimum \$240) Medium Density Development (minimum \$360) High Density Development (minimum \$480) Works-As-Executed Plans (minimum \$240) Positive Covenant (minimum \$120) OSD Re-Inspection Fee(minimum \$120)					
Gully-Pit Lintel L = 2.4 m	each	\$4,011.00	\$4,111.00	N	d
Stormwater Pipe 375 mm, L = 2.2 m	per metre	\$292.00	\$300.00	N	d
Stormwater Pit 900 mm x 600 mm Excluding Lintel	each	\$4,812.00	\$4,932.00	N	d

### 3. Working Permits (including works related to DA / CDC)

#### Road Opening Permit

Road Opening Permit Fee	per application	\$120.00	\$123.00	N	d
Road Openings Permit Urgency Fee	plus permit fee	\$253.00	\$260.00	N	d
Unreported Road Openings – when work has commenced prior to a permit being obtained	per application	\$363.00	\$400.00	N	d
Road Opening Bond	per application	\$300.00	\$300.00	N	d

#### Hoarding/Structure

Class A Hoarding Application Fee	per application	\$352.00	\$360.00	N	d
Class A Hoarding Fee	per metre per week	\$40.00	\$41.00	N	d
Class B Hoarding Application Fee	per application	\$530.00	\$543.00	N	d
Class B Hoarding Fee	per metre per week	\$60.00	\$61.00	N	d
Bond for Class A & B		\$1,056.00	\$1,080.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Work Zone**

Application Fee	per application	\$320.00	\$328.00	N	d
Work Zone – 6.0 m space	per week	\$107.00	\$110.00	N	d
Work Zone – Installation of signs	per pair	\$426.00	\$436.00	N	d

**Works Permit**

Work Permit Fee	per application	\$159.00	\$163.00	N	d
Work Permit Urgency Fee – (24 Hour Processing)		\$79.00	\$81.00	N	d
Inspections (up to 2)		\$235.00	\$241.00	N	d
Additional Inspection	each	\$142.00	\$145.00	N	d
Work Permit Bond	per application	\$1,000.00	\$1,000.00	N	d

**Refund of Work Permit Application Fee**

Withdrawal of application before assessment	Maximum 75% of fees paid	N	d
Withdrawal of application after assessment by Council (not being a refusal)	Maximum 50% of fees paid	N	d

**Standing Plant Permit**

Application for Standing Plant Permit	each	\$391.00	\$400.00	N	d
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**4. Traffic Control****Road Closure**

Road Closure Application	each	\$618.00	\$633.00	N	d
Road Closure (Full)	per day	\$1,362.00	\$1,396.00	N	d
Road Closure (Partial)	per day	\$601.00	\$616.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### Traffic Control – Barrier Fee (Emergency Only)

Installation & Pick Up	each	\$182.00	\$186.00	N	d
Barricades	each per day	\$24.00	\$25.00	N	d
Lights	each per day	\$29.00	\$30.00	N	d
Traffic Control (min 4 hours) – Monday To Friday 7:00 am to 3:00 pm (Excluding Public Holidays)	per hour	\$84.00	\$86.00	N	d
Traffic Control (min 4 hours) – Other Times	per hour	\$165.00	\$169.00	N	d
Supply and Pick up of Barricades/Signs (Events)	per application	\$137.00	\$140.00	N	d

### Traffic Management Plans

Assessment of Traffic Management Plan (min 1 hr)	per staff hour	\$249.00	\$255.00	N	d
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### Footpath Levels

Provide Footpath Levels (min 1 hr)	per staff hour	\$249.00	\$255.00	N	d
New Installations	per driveway	\$155.00	\$159.00	N	d
Remarking or reinstallations of Existing	per driveway	\$79.00	\$81.00	N	d

### 5. Inspection & Compliance

Inspection (where is necessary for Civic & Urban Services works)	per hour	\$55.00	\$60.00	N	d
Certificate of Compliance (where is necessary for Civic & Urban Services works)	per hour	\$55.00	\$60.00	N	d

### 6. Miscellaneous

#### Signs

Street Sign (New + Pole)	per item	\$501.00	\$513.00	Y	d
Street Sign (Existing)	per item	\$320.00	\$328.00	Y	d
VME Sign Hire (Safety Officer)	per hour	\$81.00	\$83.00	Y	d
Directional Signs	per application plus installation costs	\$412.00	\$422.00	Y	d



Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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**Temporary Ground Anchors**

Ground Anchor	per anchor	\$607.00	\$622.00	N	d
Bond – Temporary Ground Anchors	per application	\$15,300.00	\$15,300.00	N	d

**Applications under Section 138 of Roads Act (other than that specified in the table)**

Application Fee	per application	\$214.00	\$214.00	N	a
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Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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## Waste & Recycling

### 1. Domestic Waste Management

#### Domestic Waste Charges

Domestic Waste Service including 3 Cleanup Services	per year	\$705.00	\$710.00	N	f
Domestic Waste Service including 3 Cleanup Services – Eligible Pensioners and Commonwealth Seniors Health Care Card Holders	per year	\$600.00	\$600.00	N	f
Service Availability Charge (including Non-Rateable Properties)	per year	\$0.00	\$175.00	N	f

#### Extra Services

120L Red Garbage Bin – Extra Service	per bin	\$705.00	\$710.00	N	f
240L Green Garden Vegetation Bin – Extra Service	per bin		Free	N	f
240L Yellow Recycling Bin – Extra Service	per bin		Free	N	f
Additional Cleanup Service			\$150/m3	N	f

#### Bins Replacement

120L Red Bin	per bin	\$90.00	\$90.00	N	d
240L Red, Yellow or Green Bin	per bin	\$90.00	\$90.00	N	d
660L Red and Yellow Bin Multi Unit	per bin	\$490.00	\$530.00	N	d

### 2. Other

Skip Bin Daily Charge	per day	\$17.00	\$18.00	N	d
Skip Bin Public Place Permits Application	per inspection	\$65.00	\$65.00	N	d

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
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### **Other Business Undertakings**

*In accordance with section 67 of the Local Government Act, Council, through its business units, intends to carry out works for owners and occupiers of public land. The aim of these business units is to allow the customers and the community to benefit from Council exposing its service delivery operations to competition. At the same time as far as possible Council is determined to stay in the business of service delivery by; being competitive and to demonstrate that Council subject it's own business units to notional tax equivalents, debt guarantee fees as well as regulations as they apply to a private firm. Business units may ensure the costing of their tender bids reflect both direct and indirect overhead costs as well as any costs associated with notional taxes, debt guarantee or cash flows.*

*Business units should operate on a commercial basis with the objectives of*

- Producing and delivering top class, innovative and competitive services in accordance with Council's specification and commission.*
- Achieving satisfactory returns on the community investment in their operations*
- Providing satisfying and secure employment for their staff through being competitive and dynamic*

*This approach may be regarded as commercialisation.*

*Business units may compete for work external to Council where*

- The units ability to satisfy service level agreements within Council is in no way compromised*
- The initiative being consistent with the Unit's adopted business plan and strategy.*

## Explanation Table

### Label Keys

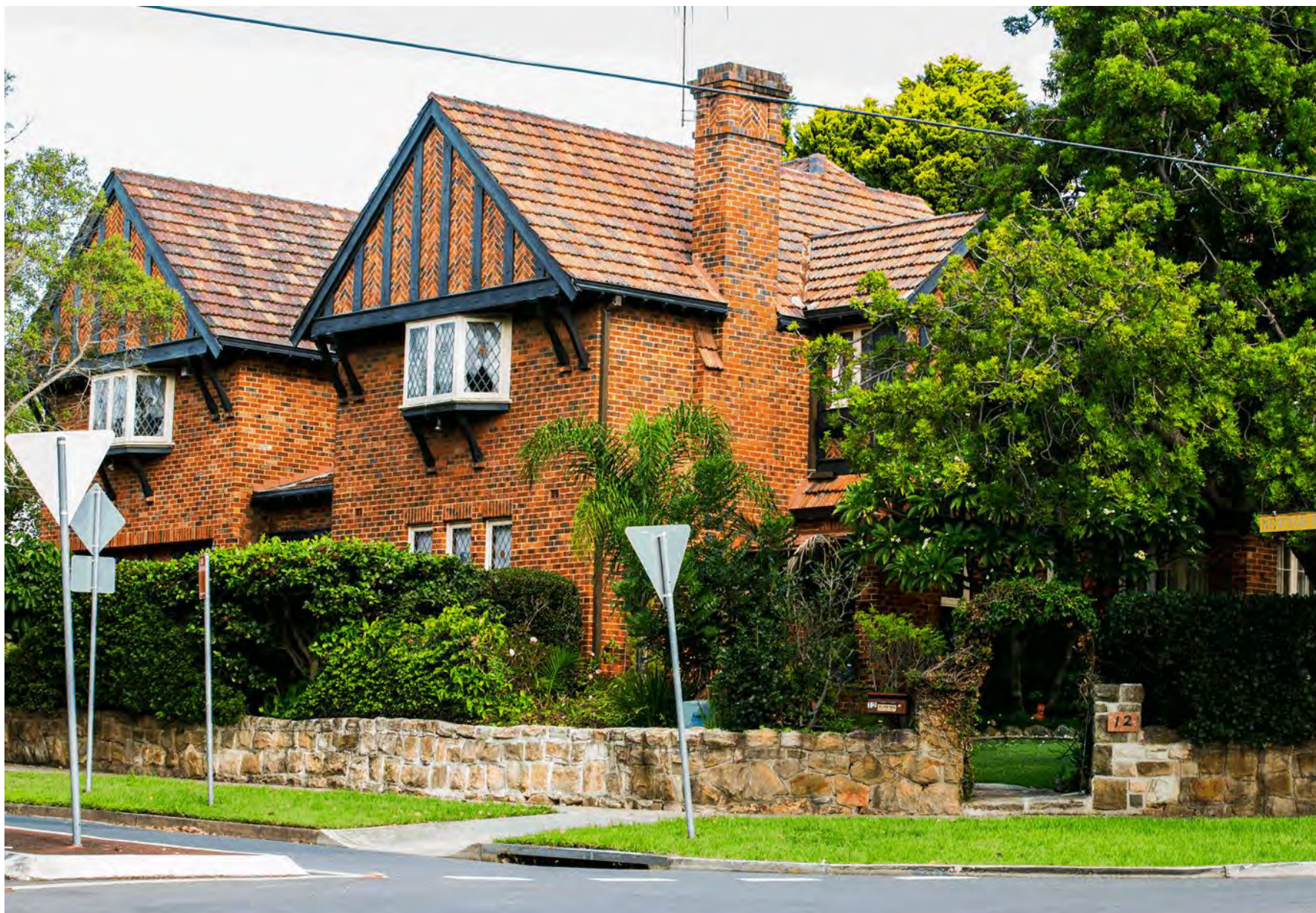
Unit	Fee Unit
Last YR Fee (incl. GST)	Fee (incl. GST) (17/18)
Fee (incl. GST)	Fee (incl. GST) (18/19)
GST	GST Flag (Y/N) (18/19)
Description	Description & Detail
Pricing Principles	Pricing Principles
Min. Fee	Minimum Fee (for Descriptive Fees)

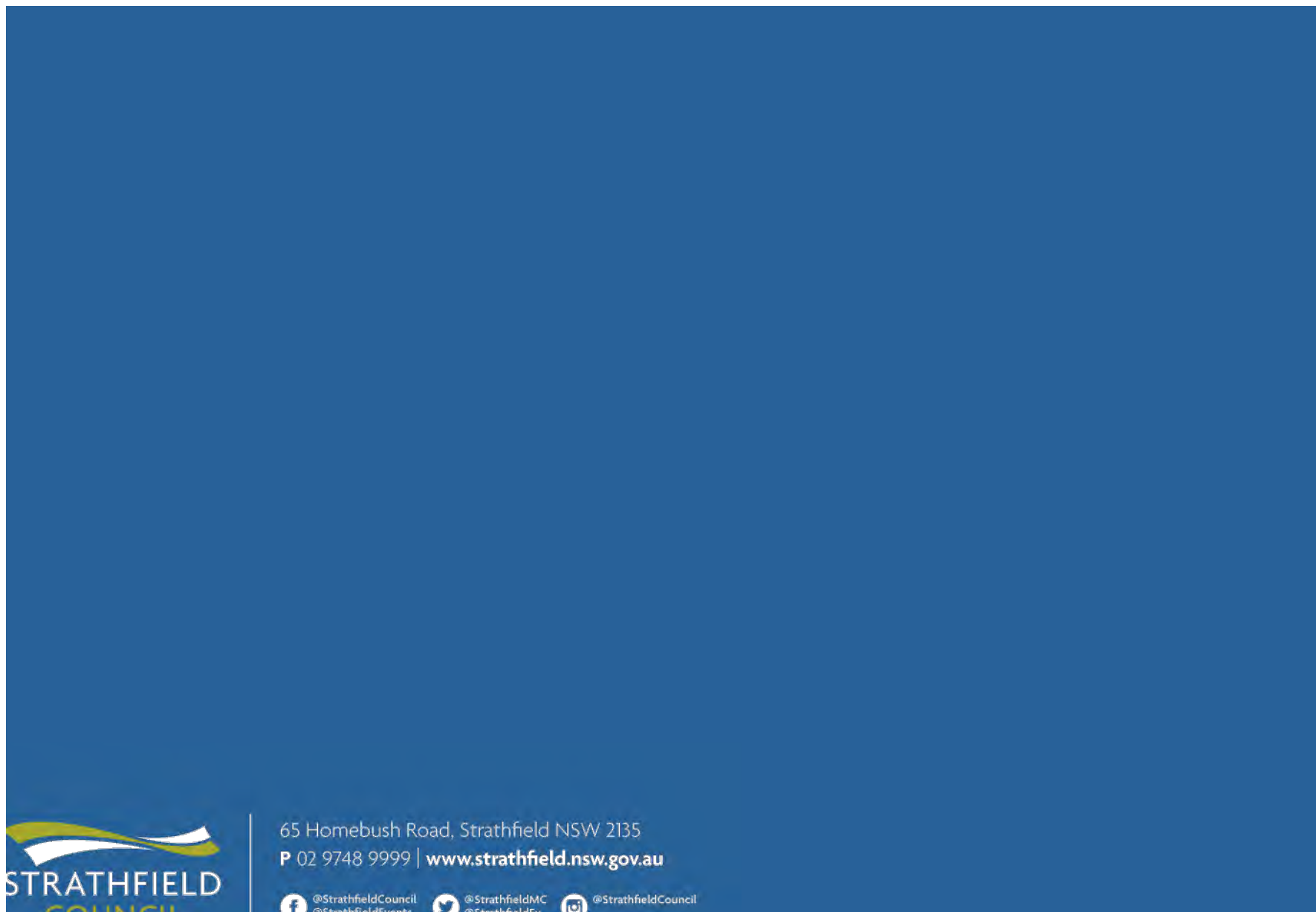
### Classifications Keys

#### *Pricing Principles*

a	Statutory Fee by Regulation
b	Full Recovery of Operating Cost
c	Partial Recovery of Operating Cost
d	Market Rate
e	Free
f	Full Recovery of Operating Costs plus an appropriate Profit Margin within current Market Rates









**CS1 COMMUNITY USER FACILITIES HIRE AGREEMENT**

**AUTHOR:** Yvonne Yun, Manager Community Services

**APPROVER:** Anthony Hewton, Director Corporate and Human Services

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**RECOMMENDATION**

*That Council approve the introduction of a Community User Facilities Hire Agreement.*

**PURPOSE OF REPORT**

Council, at its meeting on 6 February 2018, resolved (Minute No. 9/18):

*“THAT:*

- 1. Council provide a report which outlines the current charges for use of Council facilities by the general public.*
- 2. The report list each Council owned facility and the current charges, and should include:*
  - Parks*
  - Community Rooms*
  - Libraries*
  - Town Hall*
  - All other Strathfield Council facilities which can be hired by the community*
- 3. Council look to introduce a “reduced fee” scheme for community groups who are performing a service to our community and who may suffer financial hardship if commercial rates apply. As these groups are providing a community service, Council should look to encourage and support these activities by offering a reduced or pro bono rate that is equitable (e.g. nominal rent towards electricity or other Venue costs).”*

This report has been prepared in response to the Resolution and to advise Council on current position and proposed changes to fee structure for community users.

Item 1 and 2 of Resolution 9/18 is dealt with annually in the public exhibition and adoption by Council of its Community Strategic Plan, which includes Council's Fees and Charges for all Council Facilities.

Item 3 is addressed in the following report.

**REPORT**

The practice of providing the use of Council Facilities to Community groups at no charge has been long standing and informal. Traditionally, no report has been made to Council of the opportunity costs to Council, nor a listing of which organisations were the beneficiaries of these arrangements.

Council has determined that in line with best practice and its own policy, this practice cannot continue.

Some of the major difficulties arising from a continuation of the current practices are:

- Organisations have come to view use of Council facilities as an entitlement and have come to expect ungoverned use of space. This has led to situations where regular hirers control space and it is underutilised in many instances.

**Community User Facilities Hire Agreement (Cont'd)**

- The pattern of ongoing "ownership" has left Council in a situation where it is unable to support new and emerging organisations that may have a great deal to offer newly arrived residents. Unlike established organisations, these newer groups generally do not have funding or reserves to support their efforts.
- When applying for funding, the current users have omitted the inclusion of any amounts to recompense for fees and have therefore had an advantage of lower costs for delivery through not having to declare any provisions for Facilities Hire costs.

To align with generally accepted practices adopted in other LGAs, Council has surveyed a number of surrounding councils and reviewed their application of fees and charges to establish the generally accepted application of support for community groups. A comparison table appears at the conclusion of this report.

Council proposes that as from 1 July 2018, a *Community Users Facilities Hire Agreement* is implemented with all regular hirers of Council facilities. In the interim period, a consultation with those affected will occur and their feedback considered before final implementation of this proposal.

The *Community Users Facilities Hire agreements* will apply an evidence based eligibility for subsidy to Council Fees and Charges and clearly account for all discounts provided to Community organisations. The agreement will also clearly separate the costs to Council of regular use from casual usage.

A regular hirer will be regarded as:

- An independent, incorporated Community Organisation, operating independently of Strathfield Council
- An organisation that uses Council facilities to deliver a service to the Strathfield community that is identified in Strathfield's Community Strategic Plan
- An organisation that uses Council's facilities on more than twelve occasions annually.

By adopting the proposed agreement, Council will ensure that:

- It provides equitable access to the use of its limited resources
- It allows transparency in its awards of benefit and processes are subjected to good governance and management
- The use of Council resource provides a direct benefit to local residents

The proposed subsidies will apply ONLY to not for profit community organisations.

Government agencies, including schools, commercial organisations or for profit organisations are not eligible for subsidy. Full rates for usage will apply to this group of users.

Groups seeking to use Council facilities for purposes of religious activity or worship will be assessed as attracting a 50% reduction in full hire fees.

Council will also continue to offer casual use of Community space to organisations meeting its criteria.

The proposed fee discount will **only** apply for regular hire, hirers using the space on thirteen or more occasions per annum. The *Community Users Facilities Hire Agreement* will be struck on the basis of 3 years plus a three year option, provided that annual reports on usage are lodged before the annual anniversary and all supporting documents are included with this report. No storage will be included in the allocation of space.



### Community User Facilities Hire Agreement (Cont'd)

All recipients of subsidy will be required to lodge an annual report to Council on the outcomes achieved with the programs being delivered from our facilities. These reports will be assessed, reported to Council and may be utilised in assessment of future annual applications for subsidies. In terms of Part C) below, a full membership list will be required and organisations are expected to deal with any privacy constraints when entering into this agreement. Any membership lists supplied to Council will be subject to Council's Privacy Policy.

In all instances, a flat utilities and cleaning fee will apply. Initially, this is proposed at \$250.00 per annum. No discounts will apply.

The only exception to this flat fee will be for those casual users applying for use up to 12 times annually. In these instances, a charge of *pro rata* will be made (*i.e \$20.85 per hire*).

On an annual basis, a report will be prepared and presented to Council detailing:

1. All regular hirers using facilities for that year, the standards fees charged to the group and the discount applied. A summary report of annual outcomes will also be included for the information of Council.
2. In arrears, a report of the casual usage by community groups will be provided and the costs to Council identified.

For those organisations seeking to hold a *Community Users Facilities Hire Agreement*, the assessment of fees applicable would be based on the following table. Discounts are cumulative and may be assessed as a single item only or bundles of two or three applicable discounts. These will be determined on evidence provided.

CRITERIA FOR DETERMINING LEVEL OF SUBSIDY	SUBSIDY PERCENTAGE
a) The social or community benefit of the proposed activity. The subsidy application must clearly illustrate alignment with Council's Community Strategic Plan as being on of Council's community priorities.	40%
b) Organisation is managed on a voluntary basis and has no external funding to support the delivery of the program.	20%
c) Local benefit to Strathfield LGA residents. More than 65% of organisation membership, as per complete membership list complete with address, must reside in the Strathfield LGA.	25%

Organisations may succeed with any combination of subsidy being applied, but the maximum that may be applied is a total subsidy of 85%. The level of subsidy will be through annual application and must be supported by all documentation required by Council. This will include, but is not limited to:

- Certificate of incorporation as a Not For Profit organisation
- Certificate of currency for Insurance
- A current membership list
- Audited annual Financial statements.

Recipients of fee subsidy may not apply for further subsidy or grant from Strathfield Council to offset costs of use of Council's Community facilities.

Council will conduct random audits of the space usage to ensure that claims for subsidy can be validated. Those entering into a *Community Users Facilities Hire Agreement* will be required to

**Community User Facilities Hire Agreement (Cont'd)**

comply with Council's facilities licencing restrictions, e.g number of people in the space. Failure to do so exposes Council to unacceptable risk and would result in automatic termination of *Community Users Facilities Hire Agreement*.

By way of comparison, the following survey of surrounding Councils was undertaken. The estimated provided have been sourced on the basis of comparable room sizes. Figures quoted are based on hourly rates from Monday – Friday for the sake of comparison. Rates are publicly advertised for Not for Profit community groups. The rate quoted for Strathfield is as per this proposal.

Room size	Canada Bay	Burwood	Inner West	Strathfield
Large (200)	\$35	\$32-\$37 NFP \$18-\$37 for community groups / seniors	\$32-\$35 Community \$13-\$14 support group rate	\$12.15
Medium (80)	\$25-\$29	\$19-\$27 NFP \$10.50-\$17 community groups / seniors	\$21-\$30 Community \$9-\$12 support group rate	\$16.20

**FINANCIAL IMPLICATIONS**Financial Impact of Implementation of Proposal

Revenue of \$24,000 based on fees currently being waived of \$160,000 per annum (\$24,000 represents 15 percent of this amount). Additionally each organisation would be contributing \$250 towards direct costs (cleaning and utilities per annum) this would total approximately \$2000. This is a conservative figure and assumes all groups could mount a case for 85% discount.

**ATTACHMENTS**

There are no attachments for this report.

**CS2                    CURRENT STATUS OF COUNCIL RESOLUTIONS**

**AUTHOR:**        James Ng, Corporate Services Manager

**APPROVER:**    Anthony Hewton, Director Corporate and Human Services

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**RECOMMENDATION**

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

**PURPOSE OF REPORT**

To update Council on the status of previous Council resolutions.

**REPORT**

Attached is a summary of the outstanding and completed Council resolutions.

**FINANCIAL IMPLICATIONS**

There are no financial implications.

**ATTACHMENTS**

1. [↓](#) List of Outstanding and Completed Council Resolutions

# ATTACHMENT 1



OUTSTANDING COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
	06/03/18		COUNCIL MEETING 6.03.18	
1	06/03/18	9.1 Mayoral Minute 04/18 - Quarterly Garden Award	MINUTE NO. 26/18 That Council: a. Reinstate its Strathfield Council Quarterly Garden Award commencing September 2018. b. The criteria, empaneling of judges and all associated logistics be delegated to the General Manager. c. That winners be presented with; i. A framed certificate ii. A \$100 voucher from an appropriate small business operating within the LGA iii. That a photo of the winning garden be displayed in Council's Customer Service area and eNews provided that the winner consents. d. That the presentation of the award be made at the following month's Ordinary Council meeting and that a standing item be introduced to the council agenda reflecting this.	In progress.
2	06/03/18	9.2 Mayoral Minute 05/18 - Free Mulch for Residents	MINUTE NO. 27/18 That Council provides the following: a. That Council provide two (2) appropriate pick up points for residents to access any excess tree mulch which Council produces from its activities. b. That this initiative be advertised on a regular basis in the Mayoral Column, eNews, and elsewhere as appropriate.	In progress.
3	06/03/18	9.3 Mayoral Minute 06/18 - Clean Up Australia Day	MINUTE NO. 28/18 That Council: a. Thank and congratulate the community who volunteered and did a wonderful job on Clean Up Australia Day in Strathfield last Sunday and at Austin Park in particular. b. Give a vote of appreciation to the Hon. Scott Farlow MLC for supporting and encouraging our community in their clean up effort. c. Note that I will write and thank individual volunteers personally for their civic work on Clean Up Australia Day. d. That Council notes the work of staff in coordinating and running the event, including on the actual day of the event (Sunday 4th March).	In progress.
4	06/03/18	9.4 Mayoral Minute 07/18 - Amendment to the Strathfield Council Subdivision Planning Controls	MINUTE NO. 29/18 1. That Council discuss at an upcoming workshop: (i). Council's subdivision code being amended to requiring the positive street frontage of any lots to be created by subdivision be at least 15.24m (ii). The amendment only affect property in R2 zones 2. Amendments be publically exhibited for 28 days. 3. A report be prepared for Council following public exhibition.	Councillor workshop to be held.
5	06/03/18	9.5 Mayoral Minute 08/18 - Street Waste and Access Issues in Courallie Avenue Precinct	MINUTE NO. 30/18 1. That Council re-establishes a collaborative working party to deal with litter, waste and access issues in the area bounded by Centenary Park, Parramatta Road, Flemington Markets and Arthur Street. 2. That members of the working party include but not be limited to: a. Representatives from Flemington Markets b. Residents from the Courallie Ave precinct c. Representatives from the Richmond Rd Industrial precinct d. Representatives from RMS e. All interested Councillors 3. That the Terms of Reference of the Working Party specifically include Council's desire for the east/west pedestrian tunnel to be kept open.	In progress.
6	06/03/18	12.3 Friends of Strathfield & High Street Library Group - Councillor Duggan	MINUTE NO. 34/18 THAT: 1. A report be provided to Council at the May 2018 Ordinary Council Meeting on establishing a "Friends of Strathfield & High Street Library" group and that the report include the following: • Background on the potential benefit to council and community • An outline of what other councils do to support activities in this area • Steps which would be required to support the establishment of such a group • Ongoing resources required to support such a group e.g. promotional material, suitable meeting space, administration support and (reasonable) costs incurred 2. The established group be involved in writing its charter.	In progress.

OUTSTANDING COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
7	06/03/18	12.4 Landscape Gardening – Councillor Hall	MINUTE NO. 35/18 That Council investigate and report on a rollout of potential landscape gardening for the beautification of the following LGA Precincts: • Water St (Bridge) South Strathfield • Dean St South Strathfield • Cave Road – Shopping Precinct • Industrial areas of Cosgrove Road and Madeline Street.	In progress.
8	06/03/18	12.6 Protection of Residential Areas From the Impacts of Industrial Adjacent Land Use – Councillors Blackmore and Hall	MINUTE NO. 37/18 THAT: 1. Council prepares a report for the July 2018 Ordinary Council Meeting in relation to steps Council can take, such as land use review, to protect residential areas from adverse impacts of adjacent industrial land use. 2. The report to include but not limited to benefits to the community, appropriate zoning mix to minimise loss of employment land and the detailed process that needs to be followed.	In progress.
9	06/03/18	12.7 Introduction of a Intra-Commuter Service – Councillors Hall and Pensabene	MINUTE NO. 38/18 1. That a feasibility report be prepared on the introduction of a reliable, frequent, hail and ride Intra-commuter service that will encourage our residents to shift from single occupancy car journeys, and improve access for residents with limited mobility travelling to local centres, schools, and inter regional transport nodes. 2. That the report take into account the whole Strathfield LGA. 3. That the report also consider a service that complements the existing service by the ACU.	In progress.
10	06/03/18	CS4 Code of Meeting Practice	MINUTE NO. 43/18 That the draft amendments to the Code of Meeting Practice be adopted.	In progress.
11	06/03/18	CS6 Shared Internal Audit Services	MINUTE NO. 45/18 That Council seek to enter into a shared internal audit services agreement with Ku-ring-gai, North Sydney, Mosman, Lane Cove, Hunters Hill, and any other interested Councils.	Letter forwarded to Kuringai Council requesting Strathfield join shared audit service.
12	06/03/18	ID2 Cricket Practice Nets	MINUTE NO. 48/18 1. That Council note this report and allocate funding from Section 94 for the installation of Cricket Practice Nets at Bressington Park, Cooke Park and Freshwater Park. 2. That Council also consider the installation of Cricket Practice Nets at Bark Huts Reserve. 3. That Council provide by way of public exhibition an opportunity for resident feedback on the installation of Cricket Practice Nets at Bark Huts Reserve.	In progress.
13	06/03/18	ID4 Tree Canopy Policy	MINUTE NO. 50/18 1. That the draft Tree Canopy Policy be adopted. 2. That Council seek once more an urgent meeting with Ausgrid to discuss its tree trimming policy.	Meeting to be held with Ausgrid.
14	06/03/18	ID5 Powells Creek Bike and Walking Track	MINUTE NO. 51/18 1. That the continuity for extending the Cycleway from Parramatta Road to Strathfield Station be further investigated. 2. That a further report be provided to a Councillor workshop.	In progress. Councillor workshop to be held.
15	06/03/18	ID6 Parramatta Road Urban Design DCP	MINUTE NO. 52/18 1. That Council prepare an amendment to the Strathfield Development Control Plan No 20 – Parramatta Road Corridor Area which includes the principles and key design outcomes as identified in the Urban Design Study prepared by consultants. 2. That the amendment to the Strathfield Development Control Plan No 20 – Parramatta Road Corridor Area be prepared for public	To be exhibited in mid-April 2018.
16	06/03/18	ID8 - ACU Green Travel Plan and ACUvMinister for Planning & Infrastructure and ANOR	MINUTE NO. 54/18 1. That Council receive and note the report. 2. That the RPS for the ACU Precinct be referred to a Councillor workshop.	Councillor workshop to be held.

OUTSTANDING COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
17	06/03/18	Urgent Business - Proposed Development at the Old Homebush Theatre and Adjacent Sites	<p>MINUTE NO. 56/18</p> <p>1) In consultation with the Governing Body Council write to the NSW Planning Minister and Sydney Eastern City Planning Panel and:</p> <p>a) Outline our concerns regarding the change of height and density currently being requested by property developers operating in the Parramatta Rd corridor.</p> <p>b) Note that the new heights being proposed set a precedent for the area.</p> <p>c) Request that current maximum height level and floor space ratio be maintained until such time as the full impact of this change in height and density in the Parramatta Rd corridor can be considered.</p> <p>d) Request that a whole of precinct plan be developed which would consider all the potential developments being proposed along the Homebush corridor of Parramatta road and the impact on: traffic congestion, solar access, Westconnex ventilation tower, local schools, public transport system, waste services, air pollution, water services etc.</p> <p>e) Advise there is significant concern regarding the current rate of development in this precinct and likely impact on our community.</p> <p>2) Council promote and convene an urgent resident forum/Q&amp;A in the Strathfield Town Hall to:</p> <p>a) enable residents to be fully informed of the property developments/high density currently being proposed in the Parramatta Rd, Homebush precinct.</p> <p>b) explain to residents the planning process and council involvement / versus NSW Government involvement via Planning Panels.</p> <p>c) facilitate a Q &amp; A session for residents.</p> <p>d) capture resident feedback regarding over-development in our area.</p> <p>e) invite residents to further workshop the council's approach to overdevelopment in smaller working groups to be held at Strathfield Library.</p>	In progress
	06/02/18		<b>COUNCIL MEETING 6.02.18</b>	
18	06/02/18	9.1 Mayoral Minute No. 01/18 - Affordable Housing	<p>MINUTE NO. 2/18</p> <p>That Council's Development Control Plan be amended to include a compulsory percentage of 30% of Affordable Housing.</p>	In progress.
19	06/02/18	9.2 Mayoral Minute No. 02/18 – Street Tree Audit	<p>MINUTE NO. 3/18</p> <p>That Council provides the following;</p> <p>a. Within the next 90 days do an audit of all its street trees</p> <p>b. This audit to include;</p> <p>i. Health and shape of existing trees with a view to replacing all unhealthy and severely misshapen trees ASAP, with minimum 100 litre size.</p> <p>ii. Existing canopy with a view to improving public safety and street lighting penetration as appropriate</p> <p>iii. Identification of all missing street trees with a view to replacing all missing trees with appropriate species of minimum 100 litre size.</p> <p>Definition of 'missing tree' to include</p> <p>1. Each distinct parcel of land to have minimum 1 street tree (acknowledging some council verges such as in commercial areas may not be appropriate for street tree planting)</p> <p>2. At least one tree planted every for every 20 lineal meters of verge</p> <p>iv. This initiative to include industrial areas, as appropriate</p> <p>v. That council allocates sufficient resources to ensure that newly planted trees survive, and that trees which 'go missing' are replaced.</p> <p>c. Once the audit is complete, that findings be instigated as a matter of priority, but certainly in time for the commencement of Spring 2018</p> <p>d. That audit findings be reported back to council at the earliest possible opportunity.</p>	In progress.
20	06/02/18	12.2 Street Libraries - Councillor Blackmore	<p>MINUTE NO. 8/18</p> <p>THAT:</p> <p>1. Council provide a Report at the May Ordinary Council meeting regarding the establishment of a Street Libraries initiative in the Strathfield Council area.</p> <p>2. The Report should include, but not limited to:</p> <p>a) The feasibility of Strathfield Men's Shed or any possible community organisations that could construct the Street Libraries.</p> <p>b) The feasibility of the books in the Street Libraries being stocked by the discarded books from Strathfield Library and resident donations.</p> <p>c) The financial implications for subsidising this program.</p> <p>d) The best design of the Street Libraries for durability and aesthetics.</p> <p>e) The potential number of street libraries and their locations.</p>	In progress.

OUTSTANDING COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
21	06/02/18	12.5 Vertical Gardens – Councillor Pensabene	MINUTE NO. 11/18 THAT: 1. Council report on the cost structure and viability of installing vertical gardens as appropriate on walls which are regularly subject to graffiti. 2. In the spaces where vertical gardens are not appropriate e.g. tunnels, two solutions could be considered: a) artificial gardens to be installed b) a competition called by Council for artists in the area to produce a work of art in keeping with the heritage of Strathfield, but only in areas where there is no sunlight.	Report being prepared for May meeting.
22	06/02/18	12.4 Reclaiming Community Car Parking at Strathfield – Councillor Blackmore	MINUTE NO. 10/18 THAT: 1. Council be furnished with a detailed Report, at the May 2018 Council Meeting, on the history of the Community Car Park located at the site of Strathfield Plaza at 9 - 11 The Boulevard, Strathfield. The Report to include, but not limited to: a) The total number of car parking spaces to be provided to the community in the Car Park as per the Lease agreement. b) The total number of parking spaces Memo Corporation privately leases in the Car Park and the total annual income they receive from the leased car parking spaces. c) A copy of the original agreement for the provision of public car parking spaces. 2. Council write to the current NSW Transport Minister, the Hon Andrew Constance MP demanding when the car parking spaces in the Railway Car Park at Strathfield Station will be released to the community as announced by the then NSW Transport Minister, Gladys Berejiklian on the 20th May 2014 in the Media Release titled "1200 Staff parking spaces handed back to train customers at almost 100 stations"	In progress.
23	06/02/18	12.6 Underwood Road / Westconnex Stack Emissions – Councillor Duggan	MINUTE NO. 12/18 THAT: 1. Council engage an appropriate, independent expert to carry out an assessment of the (unfiltered) ventilation facility/emission stack located in Underwood Road, Homebush. 2. Council and the independent expert to liaise with Inner West Council on the technical information it has or is developing on the impact of WestConnex ventilation stacks. 3. That a report be provided to Council within 3 months including any relevant information regarding the emission stack and specifically: • A statement regarding the safety to our community of unfiltered emissions • The nature of emissions • Any potential risks to residents or local area in particular school age children as there are several schools in the vicinity • Any potential risk to future residents who will be located in high density housing in the Homebush area as part of the area as part of the NSW Government's 'Planned Precinct' policy. • Air quality assessment criteria used by the NSW state government • The report should also consider the increase in the height of developments planned for the Homebush and Strathfield area (e.g. Columbia Lane development at 80 m) and whether this height change increases risk to local residents	In progress.
24	06/02/18	12.12 Urban Design Committee – Councillor Hall	MINUTE NO. 17/18 That the next planning policy working party meeting discuss formation and terms of reference of an urban design committee to design, consult, and oversee the design of the Strathfield LGA Precincts.	In progress. Discussed at February Councillor Workshop and Terms of Reference will be amended accordingly.



OUTSTANDING COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
25	06/02/18	CS1 Confidential Senior Staff Matter	<p>MINUTE NO. 24/18</p> <p>1. That the Governing Body note and thank Mr Hewton's recommendation regarding the recruitment of a General Manager.</p> <p>2. That following discussion it is recommended that the following process will be followed in relation to the recruitment of a GM:</p> <p>1) The governing body endorses the process of recruitment as outlined in the Guidelines for Appointment and Oversight of General Managers.</p> <p>2) That the governing body consisting of 5 Councillors, Deputy Mayor and Mayor comprise the selection panel for the General Manager position.</p> <p>3) The governing body agrees that an external recruitment is engaged to conduct the selection exercise.</p> <p>4) The governing body note the proposals submitted by Local Government Services Management Solutions and McArthur Best People.</p> <p>5) The governing body request an additional recruitment company (with Local Government executive recruitment experience) is invited to submit a proposal to facilitate the recruitment process.</p> <p>6) The governing body meet and agree on criteria for the selection of a recruitment company e.g. Value for money, relative experience, referees, expectations, panel communication, proposed methodology, professionalism, and anticipated timeline may all form part of the decision making process.</p> <p>7) The selection panel plans a discussion with Local Government Services Management Solutions, McArthur Best People, and the additional recruitment company to establish who best meets the agreed selection criteria. This will also provide an opportunity for councillors to clarify the process and ask any questions regarding our expectations and how the selection process would be managed.</p> <p>8) Councillors decide which company will conduct the selection process and the reasons will be documented together with the selection criteria used.</p> <p>9) Successful company is notified.</p> <p>10) The selection panel invites the successful Company in to further discuss the process, expectations and other recruitment related issues.</p> <p>11) Recruitment exercises commences.</p> <p>12) It is important for probity and transparency purposes that the selection panel is invited to all meetings conducted with the successful</p>	In progress.
	05/12/17		<b>COUNCIL MEETING 5.12.17</b>	
26	05/12/17	9.6 Mayoral Minute No. 28/17 - Hudson Park Golf Course and Driving Range	<p>MINUTE NO. 204/17</p> <p>1. That staff prepare a report on the levels of usage and finances to do with maintaining and operating Hudson Park Golf Course and Driving Range (this in view of State Government's Greener Places Plan page 20 which requires Councils to examine opportunities for better and greater use of its open space).</p> <p>2. That the report acknowledge that the built environment will not change and will be in keeping with park land and green open space.</p>	In progress.
27	05/12/17	9.11 Mayoral Minute No. 33/17 - Revised Strathfield Consolidated Development Control	<p>MINUTE NO. 208/17</p> <p>That council places:</p> <p>1 Draft Part A of the Revised Strathfield Consolidated Development Control Plan – Dwelling Houses and Ancillary Structures, and</p> <p>2 Draft new Part R - Subdivision Development Control Plan</p> <p>on public exhibition for 90 days in accordance with the Environmental Planning and Assessment Act 1979 and the Environmental Planning Regulation 2000 including in the e-News, Inner West Courier, Council website, direct mail, and other social media channels used by Council. And following their exhibition, a report to council be prepared on the submissions received for the Council's further consideration.</p>	In progress.
28	05/12/17	12.11 High Street Library	<p>MINUTE NO. 220/17</p> <p>That Council investigate and report by the end of term 1 of the 2018 school year on possible complimenting uses for the High Street Library Rooms for preschool playgroups, early education learning, and after school homework groups for k to year 6 and any other uses for children under 12 years.</p>	In progress.
29	05/12/17	12.12 Small Business Forum	<p>MINUTE NO. 221/17</p> <p>1 That in February 2018 Council facilitate and hold information and discussion forums for small business owners to allow business owners an opportunity to share concerns, ideas for economic growth and revitalisation in each shopping precinct.</p> <p>2 That Council report back to the governing body on issues raised.</p>	In progress.
30	05/12/17	ID4 Value Sharing Contributions Plan	<p>MINUTE NO. 229/17</p> <p>That the draft Value Sharing Policy as attached be exhibited for 90 days.</p> <p>That residents be informed by direct mail out of this draft policy.</p>	In progress.

OUTSTANDING COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
	07/11/17		<b>COUNCIL MEETING 7.11.17</b>	
31	07/11/17	12.7 Strathfield Leisure Centre Feedback	<p>MINUTE NO. 176/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. Council seek feedback from the residents and ratepayers on their support for Council to construct a Leisure Centre in the Strathfield Council Area.</li> <li>2. Residents are to be notified that Council is seeking feedback via the Council's weekly e-news and on Council's web site.</li> <li>3. The deadline for Feedback is 30 June 2018.</li> <li>4. The feedback is to seek answers to:               <ol style="list-style-type: none"> <li>a) Do you support Council building a Leisure Centre in the Strathfield Council Area? YES/NO?</li> <li>b) In which area of Strathfield LGA do you think the Leisure Centre should be built?</li> </ol> </li> <li>5. A Report on the Feedback received to be presented at the August 2018 Workshop Meeting.</li> <li>6. The Report to include, but not limited to, the total number of responses, the number in support or against a Leisure Centre and the suggested locations.</li> <li>7. A survey to include a description of usual facilities at an indoor sports centre/leisure centre and an option to choose which sports they would like there.</li> </ol>	In progress.
	03/10/17		<b>COUNCIL MEETING 3.10.17</b>	
32	03/10/17	11.2 Draft Plan of Management for Community Lands	<p>MINUTE NO. 155/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. In accordance with the Local Government Act, 1993, Council provide any Report(s) prepared with regards to the Draft Community Lands Plan of Management, including providing a detailed summary/analysis of the submissions received from the period ending 22 June 2017.</li> <li>2. In the event that such Report(s) are still pending, then these Report(s) as detailed above be prepared and presented to Council within 2 months.</li> <li>3. A workshop be held prior to the December ordinary Council meeting to appraise Councillors on Councils Plans of Management for community land.</li> <li>4. A presentation be made to Councillors, prior to the November Council Meeting, that includes but is not limited to detailing how the process complied with Section 36 (Preparation of draft plans of management for community land) and section 40A (Public hearing in relation to proposed plans of management) of the Local Government Act 1993.</li> <li>5. That Council prepare a new Plan of Management, for each of the individual 17 parcels of Community Land listed in the recently exhibited "Draft Plan of Management for Community Lands". The Plan of Management has to be prepared in accordance with Section 36, Section 40A and Section 44 of the Local Government Act 1993.</li> </ol>	In progress.
	01/08/17		<b>COUNCIL MEETING 1 AUGUST 2017</b>	
33	01/08/17	11.1 Notice of Motion - CONFIDENTIAL - Strategic Asset Acquisition	<p>MINUTE NO. 136/17</p> <p>It is recommended that Council include in its forward budgets, to be funded from s94 funds seek, to acquire land that is contiguous or in close (less than 100m) proximity to council parks, with a view to converting the premises to community centres and that a report to council be prepared within 6 months.</p>	In progress.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
33	06/03/18	CS3 Quarterly Budget Review as at 31 December 2017	MINUTE NO. 42/18 1. That the Budget Review Statement as at 31 December 2017 be received and adopted. 2. That Council hold a Quarterly Budget Review Workshop each quarter before adoption of the report.	Completed. Councillor workshop will be held prior to each Quarterly Budget review.
34	06/03/18	CS1 HSC Art Exhibition 2018	MINUTE NO. 40/18 1. That Council note the success of the HSC Art Exhibition 2017, and thanks all staff who contributed to making the event a success. 2. That Council endorse continuation of the HSC Art Exhibition in 2018 to be held from 29 November- 4 December 2018. 3. That funds of \$15,000 be considered for allocation in the 2018/19 budget for this purpose.	Completed.
35	06/03/18	ID7 Draft Biosecurity Policy (Weeds)	MINUTE NO. 53/18 That the draft Biosecurity Policy (Weeds) be adopted.	Completed.
36	06/03/18	12.2 Improving Recycling – Councillor Blackmore	MINUTE NO. 33/18 That: 1. A report be provided to the April Ordinary Council meeting in relation to: a) Strathfield Council providing quarterly Drop Off Point/s for large cardboard boxes and soft recyclable plastic packaging. b) The feasibility placing the cardboard recycling and packaging drop off and EPA Chemical Clean Out Day on the waste calendar. 2. The report should include but not limited to suitable locations, benefits to the community, any rebates/grants council can receive and what discount on our recycling waste charges council will get if any due to the introduction of the return and earn scheme.	Completed. Report prepared for April meeting.
37	06/03/18	12.5 Improving Streetscapes Near Homebush Station – Councillor Blackmore	MINUTE NO. 36/18 That Council provide a report to the April 2018 Ordinary Council Meeting in relation to: a) The provision of additional regularly serviced rubbish and recycling bins along The Crescent and Loftus Crescent, Homebush within 100 metres of the Station entry & exits. b) An increase in frequency of street cleaning services in Burlington Road, between Homebush Road and Meredith Street and Homebush Road between The Crescent and Abbotsford Road to weekly. c) Council providing educational information to residents about the potential fines for illegal dumping and the clean up services available to residents. d) Council's enforcement capability to Strata Corporations for breaches by residents within a strata block for breaches in front of their Strata block. e) Provision of temporary CCTV cameras. f) That educational Street Stalls be included in the report.	Completed. Report prepared for April meeting.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
38	06/03/18	12.8 Community Gardens for Homebush West Area – Councillor Blackmore	MINUTE NO. 39/18 THAT: 1. A report be provided to the June 2018 Ordinary Council Meeting on the establishment of two (2) Community Gardens in the Homebush West area in the Strathfield LGA. 2. The report should include, but not limited to, cost of establishing the gardens, suitable locations and usage of the Elva Street community garden.	Completed. Report prepared for April meeting.
39	06/02/18	12.10 Council Tendering – Councillor Duggan	MINUTE NO. 15/18 THAT: 1. The General Manager organise an information session for councillors covering council procurement and tendering processes. 2. Councillors to be provided with: a) an overview of council procurement and tender processes b) a copy of all documentation on tenders and procurement with a value of > \$150,000 for the financial years 2015/2016, 2016/2017 & 2017/2018 (year to date) and any anticipated tenders or procurement for the balance of this financial year c) information on relevant delegation for procurement and tendering and any changes to delegations in the past 3 financial years.	Completed.
40	06/02/18	12.3 Current Charges for use of Council Facilities – Councillor Pensabene	MINUTE NO. 9/18 THAT: 1. Council provide a report which outlines the current charges for use of Council facilities by the general public. 2. The report list each Council owned facility and the current charges, and should include: - Parks - Community Rooms - Libraries - Town Hall - All other Strathfield Council facilities which can be hired by the community 3. Council look to introduce a "reduced fee" scheme for community groups who are performing a service to our community and who may suffer financial hardship if commercial rates apply. As these groups are providing a community service, Council should look to encourage and support these activities by offering a reduced or pro bono rate that is equitable (e.g. nominal rent towards electricity or other Venue costs).	Completed. Report prepared for April meeting.
41	06/02/18	12.11 Toilet Facility at Chain of Ponds Reserve, Cave Road – Councillor Hall	MINUTE NO. 16/18 That Council investigate and report on the feasibility and demand for a public toilet facility in the Chain of Ponds Reserve, Cave Road vicinity, given its usage as a pit stop for cyclists and the burden that this places on local shops to provide toilet facilities.	Completed.
42	06/02/18	ID1 Street Sweepers	MINUTE NO. 20/18 THAT: 1. Council notes and endorses the issuing of the Street Sweeping Calendars and the alternative solutions to allow more effective cleansing of Strathfield Streets. 2. The calendar sent to residents in January 2018 be reproduced in the next Council page in the Inner West Courier with an appropriate notation.	Completed.



COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
43	06/02/18	9.3 Mayoral Minute No. 03/18 – Residual Land	<p>MINUTE NO. 4/18</p> <p>THAT:</p> <p>a. Council to write to and seek meetings with;</p> <p>1. The Hon Stuart Ayers MP Minister for WestConnex</p> <p>2. Mr Ken Kanofski Chief Executive RMS</p> <p>3. Mr Peter Gemell Executive Director (Motorways) RMS</p> <p>4. Mr Peter Brecht, Chair, Sydney Motorway Corporation</p> <p>to discuss Council's concern that land notated as 'Residual Land' on P45 and P46 on the document titled:</p> <p>WestConnex M4 East (Urban Design and Landscape Plan)</p> <p>Prepared by: HASSELL LTD</p> <p><a href="https://www.westconnex.com.au/sites/default/files/Part%201%20-%20pg1-104%20M4E-HSL-00-100-PL-Design%20and%20Landscape%20Plan-D-05%5BLowRes%5D.pdf">https://www.westconnex.com.au/sites/default/files/Part%201%20-%20pg1-104%20M4E-HSL-00-100-PL-Design%20and%20Landscape%20Plan-D-05%5BLowRes%5D.pdf</a></p> <p>should be returned to the community by way of open space.</p> <p>b. The Member for Strathfield, Member for Drummoyne and the Minister for Roads be cc'ed in the correspondence.</p>	Completed.
44	06/02/18	12.9 Roundabout at Rochester Street and Burlington Road – Councillor Doueihi	<p>MINUTE NO. 14/18</p> <p>THAT:</p> <p>1. The Traffic Committee investigate and report back to Council on the feasibility of a roundabout with plantings at the corner of Rochester Street and Burlington Road Homebush.</p> <p>2. The report to incorporate any potential loss of parking.</p>	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
45	06/02/18	12.7 Planned Precincts - Councillor Duggan	<p>MINUTE NO. 13/18</p> <p>THAT:</p> <p>1. A report be provided to Council by May Council meeting on exactly how many additional residents will be moving into our LGA under the NSW State Government's "Planned Precinct Policy" in the next 3, 5, 10 years to enable Council to understand the impact of the changes on its local government area and to plan and advocate for services and resources for the exponential increase in population in the area.</p> <p>2. The report include specific details on the potential impact of this increased population density on:</p> <ul style="list-style-type: none"> <li>• Local schools</li> <li>• Public transport system</li> <li>• Increased traffic volume / pressure on existing road system / increase in air pollution</li> <li>• Existing residents and the undemocratic process of Planned Precincts including the rezoning of existing residential housing stock for high density &amp; high rise development</li> <li>• Protected existing community identity and local heritage</li> <li>• Housing diversity – disappearance of single dwelling family homes</li> <li>• Water services</li> <li>• Electricity services</li> <li>• Internet service and internet speed</li> <li>• Drainage and guttering services</li> <li>• Council waste services</li> <li>• Greenspace</li> <li>• Traffic accidents</li> <li>• Sporting and recreational facilities</li> <li>• Access to Community facilities including libraries, meeting rooms, sports, and</li> <li>• Any other council service potentially impacted.</li> </ul>	Completed. Report prepared for April meeting.
46	06/02/18	12.1 Improving Commercial Shopfronts – Councillor Blackmore	<p>MINUTE NO. 7/18</p> <p>THAT:</p> <p>1. A report be provided to the April Ordinary Council Meeting outlining:</p> <p>a) Council's guidelines in relation to foreign language translations on/in commercial premises including internal and external signage and any other translated text inside or outside of the commercial premises. And what impacts if any that a removal of/or reduction in the size of foreign translation would have.</p> <p>b) Council's guidelines for percentage of window coverage for advertising signage and how a reduction can positively impact safety, security and aesthetics.</p> <p>c) Shopfront cleanliness guidelines and what Council is doing to ensure compliance.</p> <p>d) Council guidelines in relation to temporary window posters/signage. And what impacts if any banning external temporary posters/signage would have.</p>	Completed. Report prepared for April meeting.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
47	05/12/17	12.7 Christmas Trees in Strathfield's LGA	MINUTE NO. 217/17 That: 1. Council be congratulated for the installation of the Christmas trees in Strathfield, Homebush and outside Council Chambers. The feedback from the Residents has been overwhelming in favour. 2. Council consider Christmas Trees for the Homebush West, Cave Road and South Strathfield precincts for 2018. Trees in these smaller areas don't have to be the same size; however, our residents will all feel included in our Christmas Spirit.	Completed.
48	05/12/17	12.3 Increasing Tree Planting in Nature Strips	MINUTE NO. 213/17 1 That Council provide a Report to the April 2018 ordinary council meeting on the cost of identifying locations and planting of additional appropriate trees in Strathfield Council Areas. 2 That Council take into account the Ausgrid infrastructure in considering this initiative. 3 That in providing the report Council officers consider: a. TEC advice b. Hotspots c. Nature strips d. Parks e. Fence lines f. Other planting programs That Council also consider species, heights, the main purpose, whether the habitat requires beautification, screening, noise abatement, shade.	Completed. Report prepared for April meeting.
49	05/12/17	12.5 Strathfield HSC Fashion Design Show and Awards	MINUTE NO. 215/17 That Council provide a Report on expanding the current HSC Art Exhibition to incorporate Design and Technology creations.	Completed.
50	05/12/17	12.15 Amendment to Code of Meeting Practice	MINUTE NO. 222/17 That: 1. Council prepare an amended Code of Meeting Practice which incorporates the Open Forum as part of the formal Council meeting. 2. That Council incorporate in to its standing meeting order an item called Questions with Notice. 3. Council give 28 days public notice of the draft amended code.	Completed.
51	05/12/17	12.8 Eastern End of The Crescent	MINUTE NO. 218/17 That: 1. As soon as practicable Council investigate the eastern end of The Crescent for debris, rubbish and landscape gardening for the beautification and cleanliness of the area. 2. Council report back on the current timetable for the removing of rubbish and debris along the sidewalk of The Crescent, including the current timetable for gardening and mowing.	Completed.
52	05/12/17	9.5 Mayoral Minute No. 27/17 - Powell's Creek Bike and Walking Track	MINUTE NO. 203/17 That a report be prepared to inform Council what needs to be done to extend the Powell's Creek Bike and walking track to Strathfield Station, including potential compulsory land acquisitions and status of land contributed by Columbia Lane development (immediately to the west of the canal).	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
53	05/12/17	5.1 100th Birthday - Mrs Elsa Rosa Winton	MINUTE NO. 196/17 That Council write to Mrs Elsa Rosa Winton to congratulate her on her 100th birthday and present her with a floral arrangement.	Completed.
54	05/12/17	9.1 Mayoral Minute No. 23/17 - Mayoral Column on Light Rail	MINUTE NO. 200/17 That as per Mayoral Column on Inner West Courier on Tuesday 31 October 2017 in relation to light rail, Council raise concerns with and call on the NSW State Government to revisit this announcement and also seek a meeting with the Transport Minister at the earliest opportunity to have this decision reviewed.	Completed.
55	05/12/17	9.2 Mayoral Minute No. 24/17 - Resident Parking Scheme Permit and Visitor Permit	MINUTE NO. 201/17 That Ismay Ave precinct RPS be extended from its current closing date of 31/12/17 to 31/12/19.	Completed.
56	05/12/17	9.3 Mayoral Minute No. 25/17 - Speed Limit at Emergency Incident Sites	MINUTE NO. 202/17 That Council write to the NSW Premier; the NSW State Minister for Roads, Maritime and Freight; Roads and Maritime Services; and the State Member for Strathfield to support changes to legislation to implement a speed limit of 40 kilometres per hour at emergency incident sites.	Completed.
57	05/12/17	9.9 Mayoral Minute No. 31/17 - ANZ Stadium at Olympic Park	MINUTE NO. 207/17 That: 1. Council write immediately to the NSW State Premier, Gladys Berejiklian and Sports Minister, Stuart Ayres asking the government to review its decision to demolish ANZ stadium at Homebush to demolish and rebuild. 2. The money saved be allocated in any proportion the government sees fit to; a) Local councils within a 10km radius of ANZ stadium to be spent exclusively on upgrading local sporting facilities b) Local public schools within a 10km radius of ANZ stadium so as to reduce the number of demountable classrooms within our public schools c) Further upgrading of the Concord Hospital d) Improvements to congested intersections on our road network e) That the correspondence be carbon copied to the mayors of Cumberland, Parramatta, Ryde, Canada Bay and Burwood Councils asking them to consider sending similar correspondence	Completed.
58	05/12/17	ID2 Fraser Street Lighting	MINUTE NO. 227/17 That: 1. Council request AUSGRID to prune back existing trees along Fraser Street to aid street light penetration. 2. Council facilitate the supply and installation of an additional two(2) street lights to existing timber power poles along Fraser Street.	Completed.



COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
59	05/12/17	9.8 Mayoral Minute No. 30/17 - EPA Amendment Bill 2017, Complying Development and Certifiers	MINUTE NO. 206/17 1. That a report be provided to the February 2018 Ordinary Council meeting on the implications of compliance changes (see Rationale below) to the complying development pathway within the EPA Amendment Bill 2017. Further that the report looks at how the amended Act addresses the role of appointment of certifiers within the development process. 2. That the report include relevant background information on issues relating to the certification industry, and in particular in relation to the Strathfield LGA. 3. That in preparing the report officers take note of the relevant motions discussed at the Local Government NSW Conference held in December 2017.	Completed.
60	05/12/17	12.9 Street Sweepers	MINUTE NO. 219/17 1 That Council review and report on the current street sweeping timetable for the Strathfield LGA and that Council report on a possible method for the distribution of the timetable to residents. (This will allow residents to move their motor vehicles and allow thorough and productive cleaning of the streets). 2 That Council also investigate alternate methods of street sweeping used by other Councils.	Completed.
61	05/12/17	9.7 Mayoral Minute No. 29/17 - Australian Citizenship Affirmation in 2018	MINUTE NO. 205/17 That Council include a short Australian Citizenship Affirmation Ceremony as part of its 2018 Australia Day Event.	Completed.
62	05/12/17	CS3 Council Recess	MINUTE NO. 224/17 1. That Council is in recess from the conclusion of the Traffic Committee Meeting of 19 December 2017 until Monday 8 January 2018. 2. The Mayor exercises delegated authority during this recess in accordance with the Local Government Act 1993 and current Strathfield Council Delegations of Authority; Mayors, Deputy Mayors, Committees and General Managers. Specifically the Mayor: "to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council" 1. The Mayor to consult with the Deputy Mayor before any decisions of necessity are made and if agreed advise all members of the governing body of any decisions of necessity intended during the recess period. 2. Any decisions that are not of necessity be deferred until the first ordinary council meeting on 6 February 2018.	Completed.
63	05/12/17	9.12 Mayoral Minute No. 34/17 - Invitation to be a CDSFA Patron	MINUTE NO. 209/17 That Council formally accept the Canterbury District Soccer Football Association's invitation and thank them for bestowing such an honor on the Mayor of Strathfield.	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
64	07/11/17	12.15 Shared Internal Audit Services	MINUTE NO. 186/17 That Council investigate and prepare a report to Council and the Audit Committee by March 2018 into the synergies and cost savings available to Council on the sharing of the Internal Audit function via collaborative arrangements with other councils. Reference is made to The OLG internal audit guidelines September 2010 at 2.4.3. Currently Kuring-Gai, Mosman, Lane Cove, Hunters Hill and North Sydney councils have a sharing arrangement and note that all of these councils fought amalgamation.	Completed.
65	07/11/17	12.17 Pomeroy Street - Former Bowling Club Site	MINUTE NO. 188/17 1. That staff provide a report to the next Councillors Workshop on the history and use of the former bowling club site and associated Men's Shed building. 2. That staff provide a report on the repairs needed for the Men's Shed building.	Completed.
66	07/11/17	Strategy to Manage Hire Bicycles Left in the Strathfield LGA	MINUTE NO. 194/17 That a report be provided to Council on a strategy to manage hire bicycles left in the Strathfield LGA.	Completed.
67	07/11/17	12.3 Cricket Practice Nets	MINUTE NO. 173/17 That Council conduct community consultation regarding the installation of Cricket Practice Nets (a set of two) at the following locations and then a report be provided to Council by April 2018: a) Bressington Park (at the north-western end adjacent to the Underwood Road and Centenary Drive roundabout) b) Cooke Park c) Freshwater Park	Completed.
68	07/11/17	12.1 Improvements to Strathfield Park	MINUTE NO. 172/17 That: 1. A report be provided to Council regarding the installation of: a) appropriate level of solar lighting around the paths in Strathfield Park; b) additional signage around the new Playground area at Strathfield Park directing users of the Park to the Amenities block; c) a Child Safety fence at Strathfield Park around the Infant Play Area at the western end of Strathfield Park; and d) appropriate consultation in regards to additional lighting be carried out with local residents; and e) additional seating around the playground area.	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
69	07/11/17	12.13 Australian Catholic University (Strathfield) Green Travel Plan & Australian Catholic University Limited v Minister for Planning and Infrastructure and Anor [2014] NSWLEC 1238 (18 November 2014)	<p>MINUTE NO. 184/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. Council confirm that the Green Travel Plan &amp; CTMP of December 2015 and November 2016 respectively have been prepared in consultation with Council;</li> <li>2. Council confirm whether the Green Travel Plan &amp; the Campus Travel and Monitoring Plan has been approved by the Secretary of the Department of Planning required by Clause A6(a) of the judgement;</li> <li>3. Council prepare a report on the framework council has adopted with regards to the monitoring, policing and compliance of the GTP and the CTMP (Clause A6(b));</li> <li>4. Council review the judgement of Australian Catholic University Limited v Minister for Planning and Infrastructure and Anor [2014] NSWLEC 1238 (18 November 2014) to ensure that the GTP and the CTMP are consistent with the Orders made by the Court;</li> <li>5. Council investigate the accuracy and reliability of the GTP and CTMP to establish whether in accordance with paragraph 135 of the Judgement, the GTP and the CTMP requires updating and amending, for example. The GTP refers to the Active Travel Plan and the Draft Town Centre Masterplan as part of the Existing Policy Framework. The Active Travel Plan has not been adopted by council and the Town Centre Masterplan is still in its infancy and should therefore not form part of the GTP nor be considered as part of the framework for Mode Share Targets.</li> <li>6. A copy of the monitoring and reporting framework and results be provided to council for the 2017 year for review by the ACU and the Consultant.</li> <li>7. In accordance with CTMP 4.1 Mode Share and Modal Share Targets, Council together with the Traffic Committee investigates the introduction of restricted / timed parking in nearby streets in an effort to assist in the reduction in car driver mode share and the encouragement of alternatives modes in conjunction with the residents parking scheme.</li> </ol>	Completed.
70	07/11/17	12.9 Share the Dignity	<p>MINUTE NO. 178/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. Council supports the Share the Dignity Christmas Campaign being conducted from 18 November to 2 December 2017 by becoming a collection point for local resident to drop new and used handbags with appropriate products.</li> <li>2. Council undertakes appropriate community notification of our participation in the Share the Dignity Campaign and collection point information.</li> </ol>	Completed.
71	07/11/17	12.4 Ausgrid Inappropriate Tree Pruning	<p>MINUTE NO. 174/17</p> <p>That Council write to Ausgrid to request for an update on its promised better pruning practice of street tree planted under wires.</p>	Completed.
72	07/11/17	12.6 Catering for Council Meetings	<p>MINUTE NO. 175/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. Council purchase refreshments for meetings within the Strathfield LGA.</li> <li>2. A review of catering for Council meetings be discussed at the next Councillors Workshop.</li> </ol>	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
73	07/11/17	12.16 Asset Management Internal Audit Report	MINUTE NO. 187/17 That Finding 4 (page 10), Recommendation No. 4.1 "Council should consider whether Asset management plans should be developed for other categories of council assets such as the golf course, sporting fields, open space, trees and other environmental assets" of the 'Internal Audit Report – Asset Management', currently at 'Medium' be re assessed to "High". The Risk identified: "asset management plans may not exist for all program areas which may lead to inefficient resources allocation for asset development and maintenance" and the Finding: "Asset Management Plans have not been developed for open space, sporting grounds, public trees and other environmental assets", sufficiently warrant the Priority to be increased from Medium to High.	Completed.
74	07/11/17	12.10 Office of the Mayor	MINUTE NO. 180/17 That Councillors be advised by the General Manager in writing when the Mayor is prevented by illness, absence or otherwise from exercising the function of Mayor.	Completed.
75	07/11/17	12.12 Confirmation of Advocacy Funding Beyond July 2018	MINUTE NO. 182/17 That Strathfield Council write to the Premier, Minister for Disability Services, Federal Member Craig Laundy and State Member Jodie McKay to continue to fund the advocacy funding to the NDIS scheme beyond July 2018.	Completed.
76	07/11/17	12.11 Support for Diwali Festival	MINUTE NO. 180/17 That: 1. Strathfield Council, in conjunction with the Hindu Council of Australia, support the annual event of Diwali through promoting the celebration as a local cultural event of significance via Council's communications. 2. Strathfield Council review its fees and charges for local community groups utilising local parks as part of the development of the new CSP.	Completed.
77	07/11/17	12.14 Priority Precinct and Draft District Plan Residents Information Forum	MINUTE NO. 185/17 That Council requests the Department of Planning and the Greater Sydney Commission and the Better Planning Network and the Total Environment Centre to hold a community information session in Strathfield in November on the proposed Priority Precinct and the Draft City East District Plan. That residents are informed by the Council's e-news, the Mayoral Column and by letterbox drop.	Completed.
78	03/10/17	8.8 Mayoral Minute 22/17 - Establishment of Park in Exeter Rd	MINUTE NO. 153/17 That a report be provided to the December 2017 Ordinary Council meeting on the progress made to date on the establishment of a park in Exeter Rd (between Hornsey and East-Bourne Road, Homebush West) in conjunction with the Department of Education for the use by the Homebush West Public School and the local community and the estimated timeframe for completing the proposed works.	Completed.



COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
79	03/10/17	CS2 2016/2017 Financial Statements	<p>MINUTE NO. 161/17</p> <p>1. That Council note the following Statement in respect of Section 413(2)(c) of the Local Government Act 1993 as to its 2016/2017 Financial Statements:</p> <p>a) Council's Financial Statements for 2016/2017 have been drawn up in accordance with:</p> <ul style="list-style-type: none"> <li>• The Local Government Act 1993 (as amended) and the Regulations made there under;</li> <li>• The Australian Accounting Standards and Professional Pronouncements; and</li> <li>• The Local Government Code of Accounting Practice and Financial Reporting.</li> </ul> <p>b) The Statements present fairly the Council's operating result and financial position for the year.</p> <p>c) The Statements are in accordance with the Council's accounting and other records.</p> <p>d) Council is not aware of any matter that would render this report false or misleading in any way.</p> <p>2. That the Financial Statements be referred to the Council's Auditors for audit.</p> <p>3. That the Statement by Councillors and Management for the General Purpose Financial Statements and Special Purpose Financial Statements be signed by the Mayor, Deputy Mayor, General Manager and the Responsible Accounting Officer.</p> <p>4. That Council delegates to the General Manager the authority to give public notice for the presentation of the auditor's report and financial statements as per section 418 of the Local Government Act 1993.</p>	Completed.
80	03/10/17	11.4 Notice of Rescission: ID1. Amendments to Strathfield Consolidated Development Control Plan 2005 (revised General Introduction, revised Part A – Dwelling Houses and Ancillary Structures and Part R – Subdivision)	<p>MINUTE NO. 157/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. A councillor workshop be held so that the individual parts of this document can be further explored.</li> <li>2. The workshop consider the establishment of a planning committee.</li> </ol>	Completed.
81	03/10/17	11.5 Withdrawal of Elliot (SIC) Reserve DA2017/065	<p>MINUTE NO. 158/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. Council notes the withdrawal of DA2017/065 Elliot (SIC) Reserve Punchbowl Rd Belfield.</li> <li>2. Council prepare a draft Plan of Management for Elliott Reserve within 3 months, in accordance to Section 36 of the Local Government Act, 1993 that identifies Elliott Reserve:               <ol style="list-style-type: none"> <li>(a) as a natural area (Foreshore)</li> <li>(b) the objectives and performance targets of the plan with respect to the land,</li> <li>(c) the means by which the council proposes to achieve the plan's objectives and performance targets,</li> <li>(d) the manner in which the council proposes to assess its performance with respect to the plan's objectives and performance targets.</li> </ol> </li> </ol>	Completed.
82	03/10/17	8.3 Mayoral Minute 17/17 - Courallie Avenue Precinct	<p>MINUTE NO. 148/17</p> <p>That at the earliest possible opportunity, a residents meeting facilitated by Council be held for the Courallie Ave precinct so residents can be heard on the issues which affect their residential area.</p>	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
83	03/10/17	8.4 Mayoral Minute 18/17 - Chisholm St/Madeline St, Belfield	MINUTE NO. 149/17 That at the earliest possible opportunity, a residents meeting facilitated by Council be held for the Chisholm Street / Madeline Street, Belfield precinct so residents can be heard on the issues which affect their residential area in particular the issue of the interface between the residential and adjacent industrial area, and also issues to do with dumping.	Completed.
84	03/10/17	8.6 Mayoral Minute 20/17 - Sylvanus St, Drone St, Wentworth St, Drew St, Greenacre Precinct	MINUTE NO. 151/17 That at the earliest possible opportunity a residents meeting facilitated by Council be held for the Sylvanus St, Drone St, Wentworth St, Drew St, Greenacre precinct so residents can be heard on the issues which affect their residential area in particular the issue of illegal dumping.	Completed.
85	03/10/17	GM1 Local Government NSW Annual Conference 2017	MINUTE NO. 159/17 That: 1. All Councillors to attend the conference. The voting delegates will be the Mayor, Councillor Pensabene, Councillor Kokkolis and Councillor Duggan. Councillor Blackmore to attend as an alternate delegate. 2. Accommodation will not be made available to Councillors on this occasion.	Completed.
86	03/10/17	8.5 Mayoral Minute 19/17 - Strathfield Council's "City"	MINUTE NO. 150/17 That Council makes inquiries of the Minister for Local Government to see when Strathfield Council's "City" nomenclature will be officially incorporated into its title.	Completed.
87	03/10/17	8.1 Mayoral Minute 15/17 - Council Committees 2017/2018	MINUTE NO. 146/17 The matter be deferred until the scheduled planning session on 4 October 2017.	Completed.
88	03/10/17	8.7 Mayoral Minute 21/17 - Council's Meetings	MINUTE NO. 152/17 That Council's Ordinary Council and Extra-Ordinary Council meeting agenda format be changed include; 1. The following updated "Recognition of Traditional Custodians" "Let us begin by acknowledging the Wangal people, the Traditional Custodians of the land on which this meeting is being held. We pay respect to Elders past present and emerging" 2. A standing item where Councillors either by prior notification or from the floor can acknowledge important issues relating to our residents (awards, life milestones, deaths, etc)	Completed.

COMPLETED COUNCIL RESOLUTIONS				
	MEETING DATE	SUBJECT	RESOLUTION	PROGRESS/OUTCOME
89	03/10/17	8.2 Mayoral Minute 16/17 - Traffic Committee Matters	<p>MINUTE NO. 147/17</p> <p>That the traffic committee investigate and report back to Council on the following matters as a matter of urgency;</p> <ol style="list-style-type: none"> <li>1. Reinstating the "Kiss and Ride" area on the Boulevard, Strathfield adjacent to the round about</li> <li>2. The feasibility of introducing Residents Parking Schemes in the following areas; <ol style="list-style-type: none"> <li>a. Streets bounded by The Crescent, Homebush Rd, Broughton Rd / Beresford Rd, Meredith St at Homebush</li> <li>b. Courallie Ave, Mandemar Ave and Telopea Ave, Homebush West</li> <li>c. Liverpool Rd, High St and Homebush Rd</li> </ol> </li> <li>3. The traffic congestion in the Courallie Ave precinct, with the solution considered to include introduction of lay back parking where possible.</li> <li>4. The problematic industrial area in the Dunlop St, cul de sac and its affectation on the residents of Dean Street.</li> </ol>	Completed.
90	03/10/17	11.3 Securing Bressington Park	<p>MINUTE NO. 156/17</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. The Australian Korean Memorial Garden and Cultural Centre Steering Committee be disbanded.</li> <li>2. Endorsement of the Staged Concept Masterplan for the Australian Korean Memorial Garden and Cultural Centre (Resolution 370/16 at the 6 December 2016 Strathfield Council Meeting) is immediately withdrawn.</li> <li>3. All work involved that stemmed as a result of the Endorsement of the Staged Concept Masterplan for the Australian Korean Memorial Garden and Cultural Centre (Resolution 370/16) immediately cease.</li> </ol>	Completed.
91	03/10/17	ID1 Submission - Planning Proposal 11-17 Columbia Lane, Homebush	<p>MINUTE NO. 165/17</p> <ol style="list-style-type: none"> <li>1. That Council note the issues raised in this report regarding the Planning Proposal for 11-17 Columbia Lane, Homebush.</li> <li>2. That Council endorse the attached submission on the Planning Proposal for 11-17 Columbia Lane, Homebush.</li> <li>1. That Council advertises within the E-news and Council's website that submissions for the Columbia Lane development are still open up until 12 October 2017 and residents are encouraged to endorse Council's submission to the proposal.</li> </ol>	Completed.
92	03/10/17	ID2 Report on Submissions - Additional Permitted Uses Planning Proposal - 101-109 Parramatta Road, Homebush	<p>MINUTE NO. 166/17</p> <ol style="list-style-type: none"> <li>1. That Council endorse the attached draft Additional Permitted Uses Planning Proposal – 101-109 Parramatta Road, Homebush.</li> <li>2. That Council forward the draft Additional Permitted Uses Planning Proposal – 101-109 Parramatta Road, Homebush to Parliamentary Counsel's Office for gazettal.</li> </ol>	Completed.

**CS3 INVESTMENT REPORT AS AT 28 FEBRUARY 2018**

**AUTHOR:** Jenny Nascimento, Chief Financial Officer

**APPROVER:** Anthony Hewton, Director Corporate and Human Services

**RECOMMENDATION**

*That the record of cash investments as at 28 February 2018 noted.*

**PURPOSE OF REPORT**

To submit Council's record of cash investments as at 28 February 2018 pursuant to Clause 212 of the Local Government (General) Regulation 2005.

**REPORT**

Term Deposits	Rating	Investment Date	Maturity Date	Term (Days)	Interest Rate	Amount
AMP	A1	11/12/2017	12/03/2018	91	2.30%	2,000,000
AMP	A1	4/01/2018	4/06/2018	151	2.40%	1,000,000
Bank of Queensland	A2	5/12/2017	5/03/2018	90	2.40%	2,000,000
Bank of Queensland	A2	29/01/2018	30/04/2018	91	2.40%	2,000,000
Commonwealth Bank of Australia	A1+	27/11/2017	27/03/2018	120	2.36%	5,000,000
Commonwealth Bank of Australia	A1+	27/11/2017	27/03/2018	120	2.36%	5,000,000
Commonwealth Bank of Australia	A1+	3/01/2018	5/06/2018	153	2.42%	2,000,000
Credit Union Australia	A2	12/12/2017	13/06/2018	183	2.60%	2,000,000
ME Bank	A2	5/12/2017	6/03/2018	91	2.45%	1,000,000
ME Bank	A2	30/01/2018	30/04/2018	90	2.50%	2,000,000
ME Bank	A2	13/12/2017	12/06/2018	181	2.60%	2,000,000
National Bank	A1+	4/12/2017	5/03/2018	91	2.45%	2,000,000
National Bank	A1+	4/12/2017	5/03/2018	91	2.45%	2,000,000
National Bank	A1+	4/12/2017	5/03/2018	91	2.45%	2,000,000
National Bank	A1+	4/12/2017	5/03/2018	91	2.45%	2,000,000
National Bank	A1+	11/12/2017	12/03/2018	91	2.45%	1,000,000
National Bank	A1+	18/12/2017	19/03/2018	91	2.45%	2,000,000
National Bank	A1+	22/01/2018	23/04/2018	91	2.45%	2,000,000
People's Choice Credit Union	A2	13/12/2017	12/06/2018	181	2.67%	2,000,000
Suncorp	A1	4/12/2017	5/03/2018	91	2.40%	2,000,000
Suncorp	A1	5/12/2017	5/03/2018	90	2.46%	2,000,000
Suncorp	A1	21/12/2017	21/03/2018	90	2.35%	2,000,000
						<b>47,000,000</b>



## Investment Report as at 28 February 2018 (Cont'd)

## Investment Portfolio as at 28 February 2018

Call Accounts	Rating	Term	Interest Rate	Amount
CBA General Fund	A-1+	At Call	1.25%	3,486,893
CBA Business Online Saver	A-1+	At Call	1.30%	4,575,758
AMP	A-1+	At Call	1.80%	2,034,203
TCorp IM Cash Fund	A-1+	At Call	1.77%	2,020,995
				<b>12,117,850</b>

**Total Investments****2.42%****59,117,850**

In accordance with Council's investment policy the following limits apply in relation to the maximum proportion of the total investment portfolio which can be invested for each credit rating category.

Investments Represented by	as at 28 February 2018
<b>Externally Restricted Reserves</b>	
Domestic Waste Management	3,568,286
Unexpended Grants	1,629,610
Section 94	33,848,927
Stormwater Management	953,644
<b>Total Externally Restricted Reserves</b>	<b>40,000,467</b>
<b>Internally Restricted Reserves</b>	
Plant Replacement	1,129,614
ELE	1,285,159
Deposits	6,985,489
Adshel	270,000
Technology	358,034
Carry Forwards	555,785
Future Major Expenditure	3,016,186
Parkscape Improvements	29,000
Risk Management	195,362
Election	200,000
<b>Total Internally Restricted Reserves</b>	<b>14,024,629</b>
<b>Total Restricted Reserves</b>	<b>54,025,096</b>
Unrestricted	5,092,754
<b>Total Investments</b>	<b>59,117,850</b>

\* Unrestricted funds, whilst not subject to a restriction for a specific purpose, are fully committed via Council's adopted Operational Plan.

The Reserve Bank of Australia's official cash rate remains at 1.50% for the month of February 2018. Council's investment portfolio is returning an average of 2.42% as at 28 February 2018 which is 0.66% above the 90 day BBSW benchmark of 1.76%.

Council has earned interest revenue totalling \$ 886,486 as at 28 February 2018, being 83.87% of the projected budget.

**Certification – Responsible Accounting Officer**

The Chief Financial Officer hereby certifies that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

**Investment Report as at 28 February 2018 (Cont'd)****FINANCIAL IMPLICATIONS**

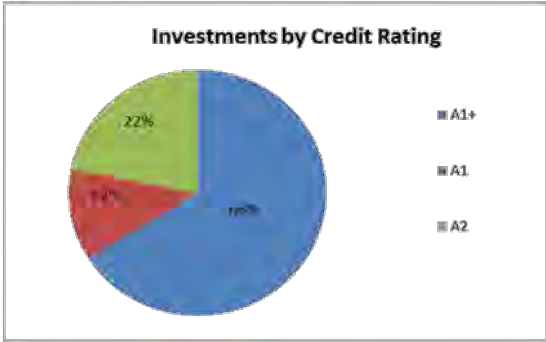
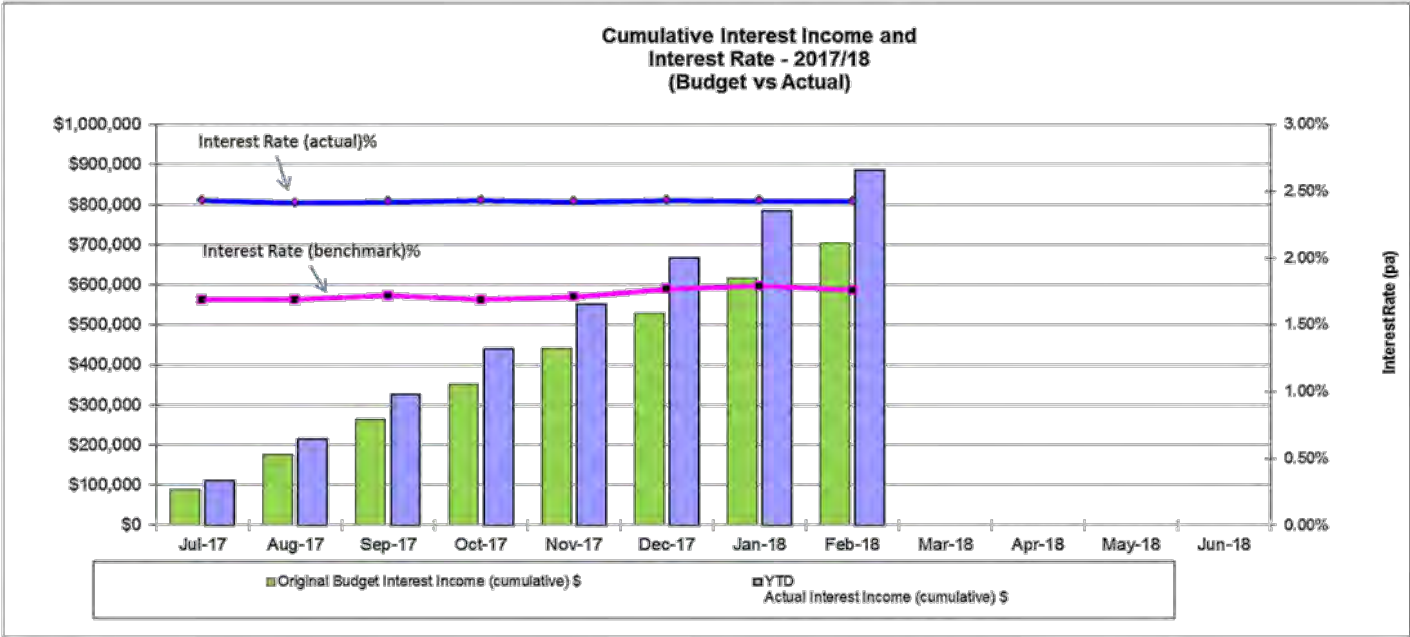
There are no financial implications.

**ATTACHMENTS**

1. [!\[\]\(4e333a6106fc298d0ae6dff272a736ef\_img.jpg\)](#) Investment Performance - February 2018

# ATTACHMENT 1

INVESTMENT REPORT CHARTS - FEB 2018





**CS4                    2018 NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT**

**AUTHOR:**        James Ng, Corporate Services Manager

**APPROVER:**    Anthony Hewton, Director Corporate and Human Services

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**RECOMMENDATION**

- 1. That Councillors determine any Notices of Motion for submission to the 2018 National General Assembly of Local Government.***
- 2. That Council determine its representation at the 2018 National General Assembly of Local Government.***
- 3. That Council determine the voting delegate for the 2018 National General Assembly of Local Government.***

**PURPOSE OF REPORT**

For Council to determine notices of motion for submission to and representation at the 2018 National General Assembly of Local Government.

**REPORT**

The 2018 National General Assembly of Local Government (NGA) will be held at the National Convention Centre in Canberra from 17 to 20 June 2018.

The theme of the 2018 Assembly is 'Australia's Future: Make it Local', which reflects not just the wide scope and importance of Local Government, but its ability to influence and affect fundamental change and improvement at the community level.

The National General Assembly of Local Government is an important opportunity for Council to influence the national policy agenda.

Council is invited to submit notices of motion that can be debated on the floor of the National General Assembly (NGA) that can assist councils nationally to meet the needs of local communities across the country.

To be eligible for inclusion in the NGA Business Papers, motions must follow the following principles:

1. Be relevant to the work of local government nationally;
2. Be consistent with the theme of the NGA;
3. Complement or build on the policy objectives of your state and territory local government association;
4. Propose a clear action and outcome; and
5. Not be advanced on behalf of external third parties which may seek to use the NGA to apply pressure to Board members, to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, the local government sector.

Motions should be received by ALGA no later than Friday 30 March 2018, electronically in the prescribed format.

**2018 National General Assembly of Local Government (Cont'd)**

All motions submitted will be reviewed by the National General Assembly Committee as well as by State and Territory Local Government Associations to determine their eligibility for inclusion in the NGA Business Papers. When reviewing the motions, the Committee considers the importance and relevance of the issue to Local Government. Motions should not be prescriptive in directing how the matter should be pursued. Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state/territory Local Government Association, and will not be included in the Business Papers.

Councillors Soulos and Datta were nominated to attend the 2017 National General Assembly.

**FINANCIAL IMPLICATIONS**

Approximate expenditure for each Councillor to attend the NGA is as follows:

Registration	-	\$929
Flights	-	\$500 return
Accommodation	-	\$300 per night
<b>Total</b>	-	<b>\$1,729 approx.</b>

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

<b>Budget Item</b>	<b>Approved Budget</b>	<b>Expenditure to Date</b>
Councillors Conferences, Seminars & Training	\$33,000	\$25,000

**ATTACHMENTS**

1. [Download](#) 2018 National General Assembly Program

# ATTACHMENT 1


[HOME \(index.html\)](#)
[SPONSORSHIP & EXHIBITION \(Exhibition.html\)](#)
[PROGRAM ▾](#)
[MOTIONS \(Motions.html\)](#)
[REGISTRATIONS ▾](#)

## 2018 NGA PROGRAM

### Sunday 17 June 2018

8.00am Registration Opens

5.00pm **Service NSW Welcome Reception**



### Monday 18 June 2018

8.00am Registration Opens

9.00am **Opening Ceremony**

9.20am ALGA President's Opening

9.30am **Government Address**

The Hon Malcolm Turnbull MP, Prime Minister (invited)

10.00am **MORNING TEA**

10.30am **Keynote Address: The Australian Political Landscape**

David Speers, Political Editor, SKY NEWS

11.00am **Keynote Address: The Case of Gender Diversity in Local Government**

Virginia Haussegger, Australian Journalist, Media Commentator and Television Presenter

11.30am **Panel Session - Changing Political Culture**

12.30pm **LUNCH - Sponsored by JLT**

### Tuesday 19 June 2018

8.00am Registration Opens

9.00am **Keynote Address: Population and the Policy Imperative**

Bernard Salt, Author and Columnist

9.45am **Panel Session - Building Tomorrow's Communities: Livability**

10.30am **MORNING TEA**

11.00am Debate on Motions

12.30pm **LUNCH - Sponsored by BMW**



(<https://www.bmw.com.au/>)

1.30pm **Concurrent Sessions**

Energy and climate Change

Arts and Culture

Digital Technology

Recycling and Waste

3.00pm **AFTERNOON TEA**

3.30pm The Hon Bill Shorten MP, Leader of the Opposition

4.00pm Debate on Motions

5.00pm Close Day 2

7.00pm **NGA DINNER, Australian Institute of Sport**





(<http://www.au.jlt.com/>)

1.30pm **Panel Session - Balancing Innovation and the Public Interest**

3.00pm **AFTERNOON TEA**

3.30pm Debate on Motions

4.30pm Stephen Jones MP, Shadow Minister for Shadow Minister for Regional Services, Territories and Local Government (invited)

5.00pm Close Day 1

7.00pm **NETWORKING DINNER, National Arboretum**



**Wednesday 20 June 2018**

9.00am **Setting ALGA's Election Priorities**

9.30am Panel of Mayors - Local Government and the Federal Election

10.30am **MORNING TEA**

11.00am Panel Session - How to Create Resilient Local Communities

12.30pm ALGA President's Close

**LUNCH**

## About ALGA

The Australian Local Government Association is the national voice of local government, representing 560 councils across the country. In structure, ALGA is a federation of state and territory local government associations.

[more](#)

(<http://alga.asn.au/?ID=42&Menu=41,81>)

## Registration, accommodation and exhibition contact

Conference Secretariat: Conference Co-ordinators



Postal address: PO Box 4994, CHISHOLM ACT 2905



Phone: 02 6292 9000  
02 6292 9002



Email: [NGA@confco.com.au](mailto:NGA@confco.com.au) (<mailto:NGA@confco.com.au>)

## Sponsorship contact

Limited sponsorship opportunities for the conference are still available. For more information, please contact Jill Brown, Director of Government Relations and National Events, ALGA



Phone: 02 6122 9436



Email: [jill.brown@alga.asn.au](mailto:jill.brown@alga.asn.au) (<mailto:jill.brown@alga.asn.au>)

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[CANCELLATION POLICY \(CANCELLATION.HTML\)](#) [FAQ \(FAQ.HTML\)](#)

**ID1                      POPULATION GROWTH IN THE STRATHFIELD COUNCIL LGA**

**AUTHOR:**        Rita Vella, Principal Strategic Planner

**APPROVER:**    Stephen Clements, Director Infrastructure Development and Environment

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**RECOMMENDATION**

- 1.    *That the report be received and noted.***
- 2.    *That a further report be presented to Council once the strategic studies have been prepared for the Burwood, Strathfield and Homebush Planned Precinct.***

**PURPOSE OF REPORT**

Council, at its meeting on 6 February 2018, resolved (Minute No. 13/18):

*“THAT:*

- 1.    A report be provided to Council by May Council meeting on exactly how many additional residents will be moving into our LGA under the NSW State Government’s “Planned Precinct Policy” in the next 3, 5, 10 years to enable Council to understand the impact of the changes on its local government area and to plan and advocate for services and resources for the exponential increase in population in the area.*
- 2.    The report include specific details on the potential impact of this increased population density on:*
  - Local schools*
  - Public transport system*
  - Increased traffic volume / pressure on existing road system / increase in air pollution*
  - Existing residents and the undemocratic process of Planned Precincts including the rezoning of existing residential housing stock for high density & high rise development*
  - Protected existing community identity and local heritage*
  - Housing diversity – disappearance of single dwelling family homes*
  - Water services*
  - Electricity services*
  - Internet service and internet speed*
  - Drainage and guttering services*
  - Council waste services*
  - Greenspace*
  - Traffic accidents*
  - Sporting and recreational facilities*

**Population Growth in the Strathfield Council LGA (Cont'd)**

- *Access to Community facilities including libraries, meeting rooms, sports, and*
- *Any other council service potentially impacted.*

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

**REPORT**

This report responds to a Notice of Motion in regard to Planned Precincts which resulted in the above Resolution of Council on 6 February 2018 and provides an overview of the current housing and population projections for the Strathfield Council LGA.

It is evident from all of the Strategies and projections that the population of the Strathfield Council LGA will significantly increase over the next 20 -30 years and Council needs to continue to advocate to both the GSC and State Government to ensure that the LGA is supported by adequate infrastructure.

Profile Id

Profile.id provides a comprehensive socio-demographic profile of the Strathfield LGA. The data is sourced from the Australian Bureau of Statistics (ABS) in the Census collections every five years.

Strathfield Council area Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures such as the annual Estimated Resident Population (ERP).

The latest information on forecast population, households and dwellings was released by Profile.id in December 2017 and is summarised in Table 1 below:

**Forecast population, households and dwellings**

Strathfield LGA	Forecast year				
Summary	2016	2021	2026	2031	2036
Population	42,332	55,376	60,557	63,202	64,041
Change in population (5yrs)		13,044	5,181	2,645	839
Average annual change		5.52%	1.80%	0.86%	0.26%
Households	14,221	18,363	20,283	21,439	21,998
Average household size	2.95	2.98	2.95	2.92	2.88
Population in non private dwellings	404	618	657	707	746
Dwellings	14,563	18,907	20,951	22,211	22,792
Dwelling occupancy rate	97.65	97.12	96.81	96.52	96.52

**Table 1: Forecast population, households and dwellings – profile.id**

Current Population Projections – Department of Planning & Environment

The 2016 Estimated Resident Population (ERP) for the Strathfield Council LGA (as at 30 June 2016) is 42,331, and increase from 37,239 in 2011 (5% increase) (ABS).



**Population Growth in the Strathfield Council LGA (Cont'd)**

The Department of Planning & Environment (DPE) also releases Local Government Area Population and Household Projections, and Implied Dwelling Requirements as shown in Table 2 below.

The latest Projections were released in 2017 and the data presents population and household projections, and implied dwelling requirements for the period 2011 to 2036

The 2016 NSW population projections take into account findings from the 2011 Census of Population and Housing, final rebased and recast Estimated Resident Populations (ERPs) published by the Australian Bureau of Statistics for the period 1991-2011, and the latest data and expertise on births, deaths and migration. These projections do not necessarily reflect policy positions and may well differ from policy targets expressed in the Department of Planning & Environment's Metropolitan and Regional Plans.

<b>STRATHFIELD COUNCIL LGA</b>							
<b>TOTALS</b>	<b>2011</b>	<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>	<b>2036</b>	<b>Change 2011 – 2036</b>
Total Population	37,250	41,250	50,400	55,900	60,200	64,900	27,650
Total Households	13,000	14,650	17,950	20,000	21,650	23,550	10,550
Average Household Size	2.82	2.77	2.77	2.76	2.74	2.71	
Implied Dwellings	13,600	15,300	18,750	20,900	22,600	24,600	11,000

**Table 2: 2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements – Strathfield LGA**

The age profile and dependencies is important in providing an understanding as to where increased demand for infrastructure will be across the LGA in relation to the population.

The number of people in key age groups is shown in Table 3 below. Youth and age dependency ratios are also indicated. These measure the ratio between the number of young people (under 15) to the number of people aged 15-64 years or the number of older people (65 and older) to the number of people aged 15-64 years.

## Population Growth in the Strathfield Council LGA (Cont'd)

LGA	Age Group	2006	2016	2026	2036
STRATHFIELD	<15	5800	6900	9950	11050
STRATHFIELD	15-44	15750	20050	26250	28300
STRATHFIELD	45-64	7400	9200	12250	15450
STRATHFIELD	65-84	3450	4300	6300	8150
STRATHFIELD	85+	600	800	1200	1850
STRATHFIELD	Youth dependency	0.25	0.24	0.26	0.25
STRATHFIELD	Aged dependency	0.18	0.17	0.19	0.23

Table 3: Age Profiles and Dependencies – Strathfield LGA

Parramatta Road Corridor Urban Transformation Strategy (PRCUTS)

The Parramatta Road Corridor Urban Transformation Strategy (finalised in November 2016) provides for a 30+ year framework for change along the whole of the Corridor, with population, housing and job projections for the short term (2016 – 2023).

During this time, Parramatta Road will change dramatically, along with the rest of Sydney. The population will have almost doubled and the demographics of this population will be different from what we see today.

Eight 'Precincts' have been identified along the Corridor and these Precincts have been earmarked for renewal because of their unique access to jobs, transport, infrastructure and services, and ability to accommodate new development.

The vision for the Parramatta Road Corridor is *A high quality multi-use corridor with improved transport choices, better amenity and balanced growth of housing and jobs*

Table 4 below provides a summary of the projections for population, homes and jobs within each of the eight (8) Precincts to 2050, as identified by the PRUCTS.

Precinct	Population	Homes	Jobs
Homebush Precinct ( <b>Strathfield LGA</b> , Canada Bay LGA)	19,500 (34.9%)	9,500 (35%)	12,900 (26%)
Granville Precinct (Parramatta LGA)	10,700	5,400	7,200
Auburn Precinct (Cumberland LGA)	2,200	1,000	12,800
Burwood-Concord Precinct (Canada Bay LGA, Burwood LGA)	11,400	5,500	3,800
Kings Bay Precinct (Canada Bay LGA, Burwood LGA, Inner West LGA)	5,200	2,500	2,900
Taverner's Hill Precinct (Inner West LGA)	3,300	1,300	4,100
Leichhardt Precinct (Inner West LGA)	2,100	1,100	3,250
Camperdown Precinct (Inner West)	1,400	700	2,300

## Population Growth in the Strathfield Council LGA (Cont'd)

Precinct	Population	Homes	Jobs
LGA, City of Sydney)			
<b>Total (100%)</b>	55,800	27,000	49,250

**Table 4: Summary of the projections for population, homes and jobs within each of the eight (8) Precincts to 2050, PRUCTS.**

Part of the Strathfield LGA is situated within the Homebush Precinct along with Canada Bay LGA. The Strathfield Council portion of the Homebush Precinct sits between the M4 motorway to the north, the railway corridor to the south, Powell's Creek and the railway corridor to the east and Sydney Markets and the railway corridor to the west.



**Figure 1: Homebush Precinct, PRUCTS**

The activity hub of the Homebush Precinct will be located between Homebush Station, North Strathfield Station and Strathfield Station. This area is proposed to have a revitalised and active urban mixed-use character.

With respect to the implementation of the PRUCTS, the vision is supported by seven (7) key principles, with each principle supported by actions. A number of these actions relate to the provision of soft and hard infrastructure

‘Hard’ infrastructure – the large physical networks necessary for the functioning of an LGA and greater Sydney and includes roads, railways and utilities – provides people with the means to get to and from work and family. It also gives them access to everything from safe drinking water to internet connections and electricity to run the operating theatre equipment that saves lives in our hospitals.

Hard infrastructure networks in turn enable the delivery of what is known as ‘soft’ infrastructure – all the institutions that are required to maintain the economic, health, cultural and social standards, such as the financial system, the education system and the healthcare system.

It is critical that Council continues to advocate to the State Government and through the Greater Sydney Commission (GSC) to ensure that the actions identified in the PRUCTS are implemented, and that this is done prior to, or in conjunction with the proposed uplift.

**Population Growth in the Strathfield Council LGA (Cont'd)**Burwood, Strathfield and Homebush Planned Precinct (DPE)

The Burwood, Strathfield and Homebush Planned Precinct was announced for rejuvenation by the NSW Government as part of a housing affordability package on 1 June 2017. The Planned Precinct process aims to build on the PRCUTS and will take into account any strategic work undertaken by the affected Councils.

The Department of Planning & Environment is working with the City of Canada Bay, Burwood and Strathfield Councils to plan for this Precinct. At this stage no detailed studies have been undertaken, so it is difficult to understand what the implications will be in terms of population increases and the impact of these increases on infrastructure.

The DPE is about to embark on the appointment of specialist consultants to prepare detailed studies, including:

- Urban design and planning
- Traffic and transport
- Heritage
- Social infrastructure and open space
- Environmental (ecology, acoustics and air quality)
- Market and economic analysis
- Engineering services

These studies will inform the extent of redevelopment that the Precinct may sustain and will be prepared in conjunction with key stakeholders (eg Department of Education, Area Health Services, energy providers etc)

As the process progresses through the stages, Council officers will provide update reports to the Councillors. The stages of the Planned Precinct process are outlined in Figure 2 below:



## Population Growth in the Strathfield Council LGA (Cont'd)



Figure 2: Planned Precinct Process - Burwood, Strathfield and Homebush Planned Precinct

Draft Eastern City District Plan

The Greater Sydney Commission (GSC) released six draft District Plans for Greater Sydney on 23 November 2016. The draft Plans aim to facilitate well-coordinated, integrated and effective planning for land use, transport and infrastructure across the Greater Sydney Region over the next 20 years. Strathfield LGA is located within the Eastern City (previously Central District), which also comprises Sydney City and surrounding inner suburban areas.

The revised draft Eastern City District Plan was released in October 2017 and was on exhibition until 15 December 2017.

The Eastern City District Plan was recently finalised and provides housing supply targets for all of the LGAs within the District. The Strathfield LGA has a **housing supply target of 3,650 (2016 – 2021)**. This equates to approximately 730 dwellings per year.

The vision for Greater Sydney as a metropolis of three cities will see the Eastern City District become more innovative and globally competitive, carving out a greater portion of knowledge

### Population Growth in the Strathfield Council LGA (Cont'd)

intensive jobs from the Asia Pacific Region. The vision will improve the District's lifestyle and environmental assets.

This will be achieved by:

- Strengthening the international competitiveness of the **Harbour CBD**, supported by the **Innovation Corridor, health and education precincts** and the District's **strategic centres**
- Boosting innovation and creative industries alongside **knowledge-intensive jobs growth**
- Stimulating the **night-time economy** within a responsive regulatory environment
- Protecting **international trade and freight routes**
- Retaining **industrial and urban services land**
- Nurturing quality lifestyles through **well-designed housing** in neighbourhoods close to transport and other infrastructure
- Sustaining communities through **vibrant public places**, walking and cycling, and cultural, artistic and tourism assets
- Aligning **growth with infrastructure**, including transport, social and green infrastructure, and delivering sustainable, smart and adaptable solutions
- Being innovative in providing **recreational and open space areas**, and increasing **urban tree canopy**
- Transitioning to a **low-carbon, high-efficiency** District through precinct-scale initiatives
- Building effective responses to **climate change** and **natural and urban hazards**.

The Eastern City District Plan identifies a series of Actions to meet the outcomes of providing housing supply. Figure 3 below indicates the relevant actions for Strathfield Council with respect to housing across the LGA:

 Actions	Responsibility
<b>15. Prepare local or district housing strategies that address the following:</b> <ul style="list-style-type: none"> <li>a. the delivery of five-year housing supply targets for each local government area</li> <li>b. the delivery of 6-10 year (when agreed) housing supply targets for each local government area</li> <li>c. capacity to contribute to the longer term 20-year strategic housing target for the District</li> <li>d. housing strategy requirements outlined in Objective 10 of the draft <i>Greater Sydney Region Plan</i> that include:               <ul style="list-style-type: none"> <li>i. creating capacity for more housing in the right locations</li> <li>ii. supporting planning and delivery of priority growth areas and precincts as relevant to each local government area</li> <li>iii. supporting investigation of opportunities for alignment with investment in regional and district infrastructure</li> <li>iv. supporting the role of centres.</li> </ul> </li> </ul>	Strathfield Council
<b>16. Prepare Affordable Rental Housing Target schemes.</b>	Councils and other planning authorities

**Population Growth in the Strathfield Council LGA (Cont'd)**

Council will need to develop a program to implement the Actions of the district Plan, once they have been adopted. It is critical that Council continues to work with the GSC to ensure that the implementation of the Actions are supported by the provision of services and social and hard infrastructure to meet the community's changing needs.

**FINANCIAL IMPLICATIONS**

There are no financial implications.

**ATTACHMENTS**

There are no attachments for this report.

**ID2 IMPROVING COMMERCIAL SHOPFRONTS**

**AUTHOR:** Rita Vella, Principal Strategic Planner

**APPROVER:** Stephen Clements, Director Infrastructure Development and Environment

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**RECOMMENDATION**

1. *That the report be received and noted.*
2. *That an amendment be prepared to Part J – Erection and display of Advertising Signs and Structures of Strathfield Council DCP 2005 to amend the:*
  - (i) *Language provisions, including provisions for internal signage as outlined in the body of the report.*
  - (ii) *Requirements for Window Signs as outlined in the body of the report.*
3. *That the amendment outlined in (b) above be placed on public exhibition in accordance with the requirements of the Act and Regulations.*
4. *That the Standard Conditions be updated to include the following additional condition for all signage applications:*
  - (i) *All signage is to be displayed in the English language, with a direct or near direct translation into another language using smaller letters or characters. Where signage includes a translation into another language, this must not exceed more than 30% of the overall area of the sign.*
5. *That a Fact Sheet be prepared similar to that included at Attachment 1 of the report and distributed to local businesses.*
6. *That a further report be presented to Council at the conclusion of the exhibition period.*

**PURPOSE OF REPORT**

Council, at its meeting on 6 February 2018, resolved (Minute No. 7/18):

*“That a report be provided to the April Ordinary Council Meeting outlining:*

- a) *Council’s guidelines in relation to foreign language translations on/in commercial premises including internal and external signage, menus and any other translated text inside or outside of the commercial premises. And what impacts if any that a removal of/or reduction in the size of foreign translation would have.*
- b) *Council’s guidelines for percentage of window coverage for advertising signage and how a reduction can positively impact safety, security and aesthetics.*
- c) *Shopfront cleanliness guidelines and what Council is doing to ensure compliance.*
- d) *Council guidelines in relation to temporary window posters/signage. And what impacts if any banning external temporary posters/signage would have.”*



**Improving Commercial Shopfronts (Cont'd)**

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

**REPORT****Background**

This report responds to a Notice of Motion in regard to Improving Commercial Shopfronts which resulted in the above Resolution of Council on 6 February 2018 and provides an overview of the current requirements related to Council's guidelines in relation to:

- foreign language translations on/in commercial premises;
- window signage;
- temporary window posters/signage

It also provides discussion around strategies to encourage shopfront cleanliness and recommends commencing with the distribution of a Fact Sheet to provide education to business owners.

**Council's Current Guidelines****External Signage**

*Part J – Erection and display of Advertising Signs and Structures* of Strathfield Council DCP 2005 provides development controls for the erection and display of advertising signs and structures. With respect to language, Part B – Special Provisions provides general controls for signage across the LGA.

Specifically, Section 2.1(v) states the following:

**Language**

*All advertising signs are to be displayed in the English language but may include a translation into another language using smaller lettering or characters.*

*All advertising signs are to be displayed predominantly in the English language, but may include a direct or near direct translation into another language using similar lettering or characters. Predominantly means more than 50% of the written area of the sign.*

As part of this report, a review of other Council's DCPs was undertaken to understand what requirements are included to ensure that signage is understood by everyone in the community.

The majority of Council's DCPs reviewed do not provide any numeric based language requirements, however the majority included general controls similar to the following:

- *All advertising signage must be displayed in English but may be translated in another language*
- *All translations must be accurate and complete*
- *Wording and/or number should not be larger than the English message.*

With respect to numeric based requirements, only Liverpool and Campbelltown Council included a percentage, which is consistent with the existing control in Part J of the DCP. Other Councils were discretionary with respect to the control of language and translations, as summarised in Table 1 below:

**Table 1 – Language Requirements: Other LGAs**

<b>Council</b>	<b>Requirement/s</b>
Liverpool Council	50% of the signage must be in English.

## Improving Commercial Shopfronts (Cont'd)

Council	Requirement/s
Campbelltown Council	50% of the signage must be in English.
Parramatta Council	All signs displaying the language of a foreign country must contain the English equivalent.  No percentage specified in the DCP.  Language has to be accessible to the wider population.
Ryde Council	All advertising signs are to be displayed in the English language but may include a translation into another language using letters or characters that are no larger than the English language letters or characters.  Any translated message must be accurate and complete.
City of Sydney – controls for Chinatown Precinct	Request a translation in English (only if possible)  Council won't refuse a development application if a suitable translation had not been provided.  No controls for the wider LGA.  Most tenancies provided a translation, however the English translation was usually smaller.

In addition, Clause 6.6 of Strathfield LEP 2012 provides criteria that must be assessed prior to the granting of consent for development that involves the erection or display of signage:

*Before granting development consent for development that involves the erection or display of signage, the consent authority must be satisfied that the signage:*

- a) is compatible with the desired amenity and visual character of the area, and*
- b) provides effective communication in suitable locations, and*
- c) is of a high quality design and finish.*

The current controls contained in both the LEP and DCP with respect to language and signage provide Council with appropriate requirements to ensure that all external signage is in both English and any other language.

The wording of the existing controls is ambiguous and makes it difficult for Council's Compliance Officers to regulate. It is recommended that the controls be amended to provide clarity and to ensure that the predominant display is in English.

In this regard, it is recommended that the following changes be made to provide clarity:

### **Language**

*All advertising signs are to be displayed in the English language but may include a translation into another language using smaller letters or character.*

*Where signage includes a translation into another language, this must not exceed more than 30% of the overall area of the sign.*

*Any translated message must be accurate and complete.*

**Improving Commercial Shopfronts (Cont'd)**

**Improving Commercial Shopfronts (Cont'd)**

It is also recommended that Council include a standard condition for all applications relating to signage:

*All signage is to be displayed in the English language, with a direct or near direct translation into another language using smaller letters or characters. Where signage includes a translation into another language, this must not exceed more than 30% of the overall area of the sign.*

**Reason:** *To maintain a high quality public domain and to provide effective communication.*

**Internal Signage**

Part J of Strathfield Council's DCP 2005 currently does not contain guidelines in relation to foreign language translations for internal signage, including menus.

A review of other Council's DCPs in relation to internal signage has identified that generally councils do not apply restrictions to internal signage. The exception is the former Hurstville Council (now Georges River Council) which had a control relating to internal signage in DCP No 2 – Hurstville City Centre and applied to development only within the Hurstville City Centre.

In this regard, Clause 8.4.1.13(d) of DCP No 2 – Hurstville City Centre states:

*Internal signage including menus and menu boards are to be in English but may include a translation in another language. Any translation must be accurate and complete.*

It is recommended that a provision similar to that in the Hurstville DCP be included in Part J.

**Window Signage**

Part J of Strathfield Council DCP includes controls for window signage. The DCP defines a window sign as:

*a sign attached to or displayed within the shop window. The maximum aggregate area of any window sign to be 25% of the window area.*

In addition to the definition, the following control is provided:

**ITEM 14 - Window signs**

*A window sign*

*(a) shall not cover more than 25% of a shop window*

In addition, the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* (SEPP) provides guidelines for signage that may be classified as exempt development (that is, development that does not require consent).

With respect to window signs, the SEPP allows for the following to be exempt development:

**Subdivision 7 Window signs****2.94 Specified development**

*The construction or installation of a business identification sign inside any window of an existing building is development specified for the purposes of this code.*

**2.95 Development standards**

*The standards specified for that development are that the development must:*

- (a) not cover more than 20% of the surface of the window in which it is displayed or 6m<sup>2</sup>, whichever is the lesser, and*
- (b) not be illuminated, and*



**Improving Commercial Shopfronts (Cont'd)**

*(c) if it involves a sign advertising a home business, home industry or home occupation—not result in more than one sign per premises.*

Council is able to regulate window signage on buildings through the enforcement of the abovementioned requirements. In cases where window signs exceed the standards in 2.95(a) and approval has not been sought in this regard, Council's Enforcement Officers can require the removal of excessive signage and require the lodgement of a Development Application.

Where a Development Application is lodged, this will be assessed under the provisions of Part J – Item 14 and window signage will be limited to 25% of the shop window.

**Temporary Window Posters**

Part J of the DCP does not include controls relating to temporary window posters, however prohibits fly posters. The DCP defines fly posters as *an advertisement promoting any event or activity adhered to or placed on power poles, bus shelters or other public property, or building hoardings and the like.*

Generally, Council's provide specific controls for temporary window signage – this generally is included with the controls relating to window signs.

It is recommended that Item 14 of Part J of Council's DCP be amended to include the following:

***ITEM 14 - Window signs***

*A window sign*

- (a) must relate to the lawful use of the premises or its products or services; and*
- (b) shall not cover more than 25% of the total window area; and*
- (c) must be adhered to on the inside of the window.*

No signs (including fly posters) will be permitted on the outside of the window.

Office stationary materials (ie coloured cardboard, office paper and the like with hand drawn messages are prohibited.

**Shopfront Cleanliness**

Developing an education strategy is the first step in ensuring that business owners across the LGA understand the importance of shopfront and public domain cleanliness. This should form part of a more comprehensive Place Making Strategy that would include a schedule of works based on improving and maintaining the public domain.

The three largest ancestries in the Strathfield LGA in 2016 were Chinese, Indian and Korean. Education programs should be targeted to these groups, as well as in English.

A similar initiative has been undertaken by Georges River Council in an effort to clean up the Hurstville City Centre and ensure that business owners understand the importance of improving the street appeal of their business. Georges River Council has produced a Fact Sheet in English and Chinese to provide business owners with some basic information relating to shopfront signage and cleanliness of shopfronts. A copy of the Fact Sheet is included at Attachment 1.

It is recommended that a similar Fact Sheet be prepared and provided to the business owners across the Strathfield LGA. The Fact Sheet will be provided in English, with a summary of the key points included in Chinese, Indian and Korean and distributed widely to local businesses.

**Improving Commercial Shopfronts (Cont'd)**

**Improving Commercial Shopfronts (Cont'd)**

**FINANCIAL IMPLICATIONS**

There are no financial implications.

**ATTACHMENTS**

1. [!\[\]\(79de0df6c6ddd2d4eb74f1cc5f48ec50\_img.jpg\)](#) Fact Sheet - Guidelines for Local Businesses - Georges River Council

# ATTACHMENT 1





# FACT SHEET

## Building and Business Identification Signage

### Guidelines for local businesses

#### Introduction

Georges River Council recognises the contribution made by local businesses to the vitality of the Hurstville City Centre and the local economy. From March 2018 Council is implementing a range of measures to improve the Centre.

#### Improving the street appeal of your business

As a business owner, enhancing the street appeal of your business can attract more customers and also contributes to improving the overall attractiveness to residents, workers and visitors. In order to make your business look its best Council requires you to:

- ensure that the façade of the building above and below the awning is regularly cleaned and maintained and that the awning is kept in good condition;
- remove posters and graffiti from your shop window and the walls between your shop and the next;
- ensure that the entrance to your shop is kept clear of display goods, clutter and other items to enable easy access for the elderly, people with disabilities and parents with prams;
- ensure that your customers can freely move around the inside of your shop.

#### Under awnings, doors and windows

- If security is required, open grill /trellis style screens should be considered instead of roller doors;
- If possible, security grills/screens should be installed behind the window;
- Window displays should be visible after trading hours to increase exposure;
- Consider installing appropriate locks, alarms and CCTV and clearly displaying a notice in the shop window;
- Install energy efficient lighting and leave shopfront and under awning lights switched on at night.

#### Wording and content of signage

All advertising and signage must be displayed in English but may include a translation in another language. Any translated message must be accurate and complete, and use wording and/or numbering that is not larger than the English message.

## Building and business identification signs

Building identification signs identify the name of the building and are usually located on the façade of the building below the awning. Signs may comprise wall signs, fascia signs, under awning signs, top hamper signs and window signs. One or more business identification signs must include your shop number (or your address). If you are uncertain about what your correct address is, please confirm your number with Council by submitting an Address Review form on Council's website.

The following diagram shows the common types of building and business identification signs.

Fig 1. Common types of Building and Business Identification Signs



### What is Council's role in approving building and business identification signs?

Council is responsible for making sure proposed signage complies with NSW Government legislation under the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 (SEPP)*. Where the SEPP does not apply, Council is also responsible for making sure signs comply with standards that are set out in the Hurstville Local Environment Plan and the Development Control Plan No 2 Hurstville City Centre.

### What is Exempt and Complying Development?

In the SEPP 2008 Exempt Development refers to minor building works and changes to the premises that do not require planning approval from Council. In order to be exempt development, the proposed signage must satisfy all exemption controls relating to signage type under the SEPP.

If you cannot satisfy the exemption controls of the SEPP, you may be able to lodge a Complying Development application for these works with Council or a private certifier.

Please refer to Figure 2.



Fig 2. Flowchart of the Signage Approval Process

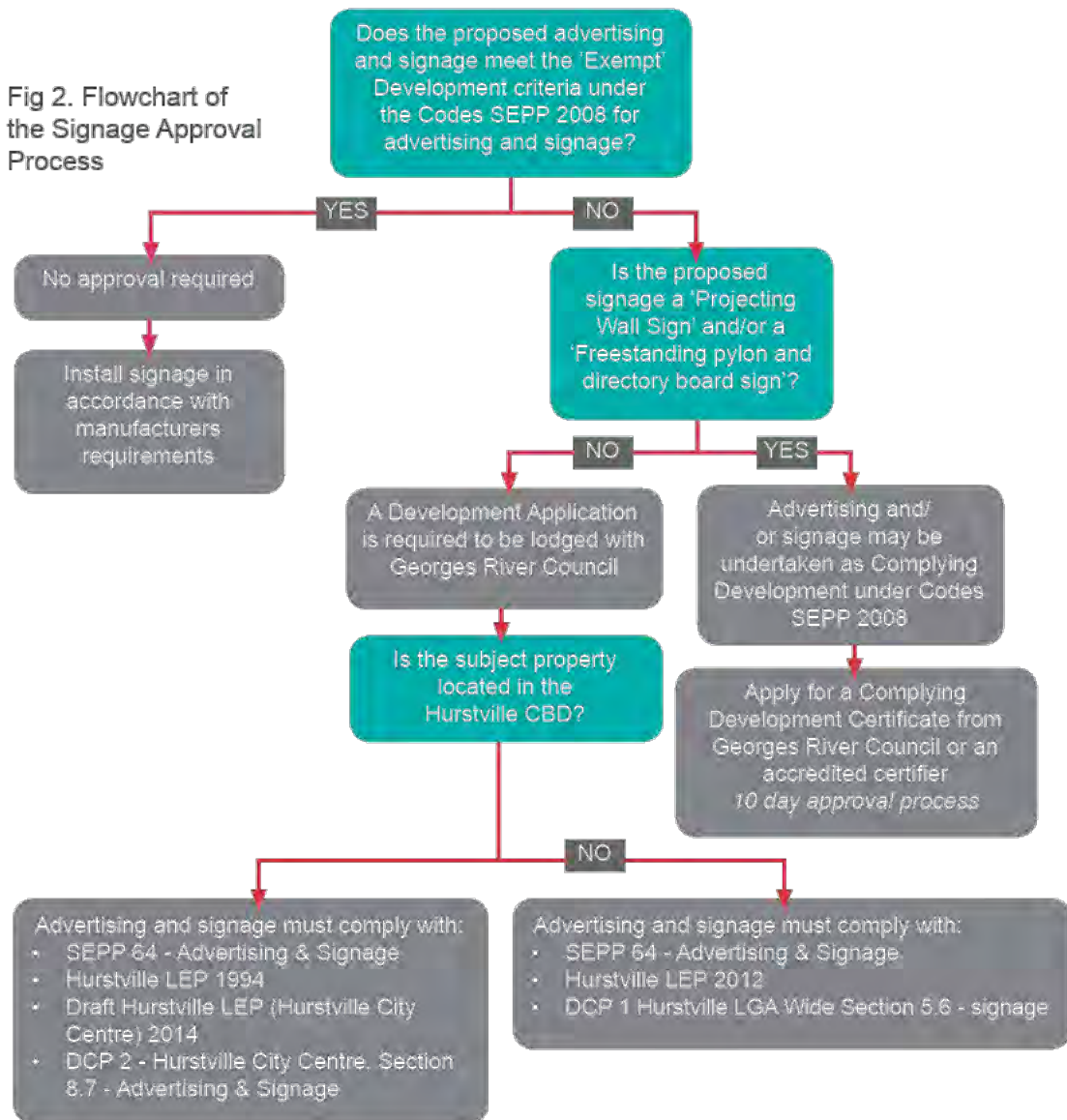
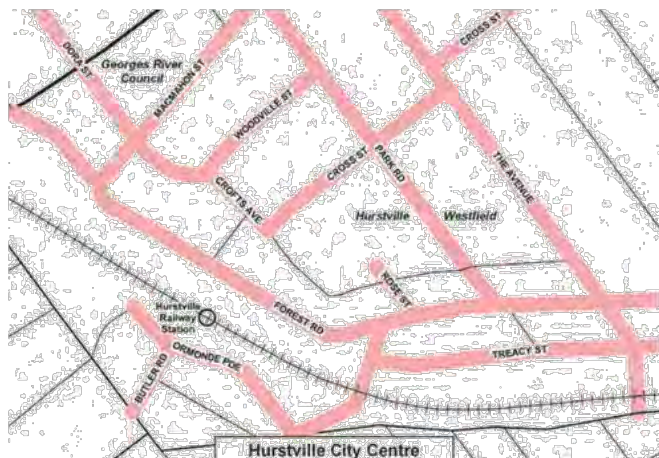


Fig 3. Area covered by this program  
The following streets are covered by this program:



Should you have any questions in relation to signage at your property please contact Council's Duty Officer on 9330 6400 or visit Council's website.

**ID3                    INCREASING TREE PLANTING IN NATURE STRIPS**

**AUTHOR:**        Peter Bowmer, Manager Service Delivery

**APPROVER:**    Stephen Clements, Director Infrastructure Development and Environment

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**RECOMMENDATION**

*That Council allocate funding for increased tree planting in Nature Strips.*

**PURPOSE OF REPORT**

Council, at its meeting of 5 December 2017, resolved (Minute No. 213/17):

- "1. That Council provide a Report to the April 2018 ordinary council meeting on the cost of identifying locations and planting of additional appropriate trees in Strathfield Council Areas.*
- 2. That Council take into account the Ausgrid infrastructure in considering this initiative.*
- 3. That in providing the report Council officers consider:*
  - a. TEC advice*
  - b. Hotspots*
  - c. Nature strips*
  - d. Parks*
  - e. Fence lines*
  - f. Other planting programs*

*That Council also consider species, heights, the main purpose, whether the habitat requires beautification, screening, noise abatement and shade."*

This report has been prepared in response to the above Resolution and to consider the most efficient method of increasing street tree planting and maintenance in the Strathfield Local Government Area (LGA).

**REPORT**

The management of trees and the tree canopy in the Strathfield LGA is carried out across three (3) functions:

1. Trees on Private Land for Tree Preservation Orders (TPO)
2. Trees effected by Development Applications
3. The LGA Street Trees

Currently all three (3) functions are managed by Council's Tree Management Officer along with the support of the in-house team for maintenance, pruning, emergency works and some proactive maintenance.

As a result of the current workload, Council would need to review resources to proactively develop long term plans for replacement, identifying areas where increased planting is required, reviewing of trees impacted by Ausgrid and works on replacement species to reduce need for pruning.



**Increasing Tree Planting in Nature Strips (Cont'd)**

Council does have the alternate option of using a consultant to develop a report and to audit and develop a plan, however it is estimated this would cost approximately \$150,000 and would be limited to the planning side and not actually tree planting.

The average cost of planting an advanced tree is approximately \$300 per unit plus ongoing maintenance of watering, fertilizer and structural pruning.

Currently Council has budgeted for pruning and removal of street trees. To ensure an increase in street trees is achievable a budget allocation of \$150,000 is required to plant 500 trees per annum. This program would be in tandem with other projects in Parks where tree planting is being increased.

**FINANCIAL IMPLICATIONS**

Proposed Expenditure: \$230,000

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

**ATTACHMENTS**

There are no attachments for this report.

**ID4 COMMUNITY GARDENS FOR HOMEBUSH WEST AREA**

**AUTHOR: Peter Bowmer, Manager Service Delivery**

**APPROVER: Stephen Clements, Director Infrastructure Development and Environment**

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**RECOMMENDATION**

***That the proposal for the establishment of Community Gardens be the subject of a future Councillors workshop.***

**PURPOSE OF REPORT**

Council, at its meeting on 6 March 2018 resolved (Minute No.39/18):

*“THAT:*

- 1. A report be provided to the June 2018 Ordinary Council Meeting on the establishment of two (2) Community Gardens in the Homebush West area in the Strathfield LGA.*
- 2. The report should include, but not limited to, cost of establishing the gardens, suitable locations and usage of the Elva Street community garden.”*

This report has been prepared in response to the above Resolution and to consider the options for two locations nominated for Community Gardens in the Homebush Area.

**REPORT**

Council currently operates and supports a Community Garden at Elva Street. There are twenty five (25) members contributing up to fifty (50) volunteer hours per week. This garden was established in 2012 at a cost of \$260,000.

Potential sites for further Community Gardens include the rear area of Tavistock Reserve which is currently subject to a playground upgrade. This area is approximately 163 square metres.

This location would allow for a small neighbourhood Community Garden managed by nearby residents in the multi dwelling buildings.

It is envisaged that the catchment for the members would be only 1-2 kilometres radius of the garden. The garden would be fenced for security with raised garden beds for planting.

The second site is the unused Bowling Green at Airey Park. This area is approximately 1,431 square metres and would be suitable for a larger community with a catchment of up to 5 kilometres radius. Council would also need to engage with the community to obtain support for a Committee of community members to operate the garden.

The Elva Street Community Garden was established with the support of a Project Officer. The establishment of these two gardens could be accommodated with the support of Council's Bushcare Area, Environmental Services and Community Services to manage the volunteers.

**Community Gardens for Homebush West Area (Cont'd)****FINANCIAL IMPLICATIONS**

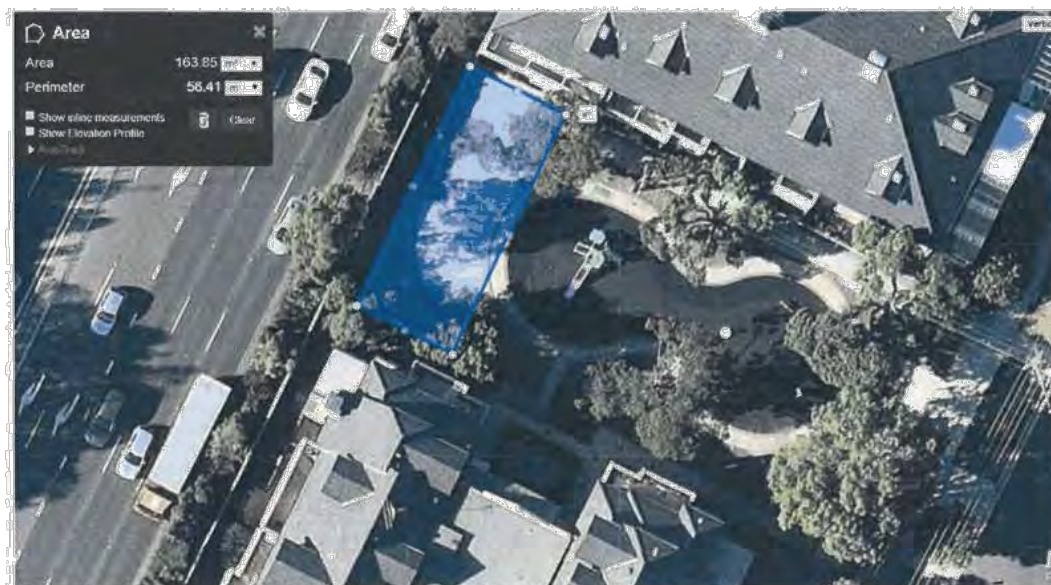
Estimated Cost for Tavistock Road	\$60,000
Estimate Cost for Airey Park	\$215,000
Recurring Costs	\$20,000

**ATTACHMENTS**

1. [!\[\]\(79de0df6c6ddd2d4eb74f1cc5f48ec50\_img.jpg\)](#) Proposed Areas for Community Gardens at Airey Park and Tavistock Reserve

# ATTACHMENT 1



**Airey Park****Tavistock Reserve**

**ID5 IMPROVING STREETSCAPES NEAR HOMEBUSH STATION**

**AUTHOR:** Cameron Ross, Environmental Projects Officer

**APPROVER:** Stephen Clements, Director Infrastructure Development and Environment

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**RECOMMENDATION**

*That Council note the report regarding improving streetscapes near Homebush Station.*

**PURPOSE OF REPORT**

*Council, at its meeting of 6 March 2018, resolved (Minute No. 36/18):*

*“That Council provide a report to the April 2018 Ordinary Council Meeting in relation to:*

- a) The provision of additional regularly serviced rubbish and recycling bins along The Crescent and Loftus Crescent, Homebush within 100 metres of the Station entry & exits.*
- b) An increase in frequency of street cleaning services in Burlington Road, between Homebush Road and Meredith Street and Homebush Road between The Crescent and Abbotsford Road to weekly.*
- c) Council providing educational information to residents about the potential fines for illegal dumping and the clean up services available to residents.*
- d) Council’s enforcement capability to Strata Corporations for breaches by residents within a strata block for breaches in front of their Strata block.*
- e) Provision of temporary CCTV cameras.*
- f) That educational Street Stalls be included in the report.”*

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

**REPORT**

A litter reduction strategy has been created to limit littering, illegal dumping and overfull bins in the aforementioned areas.

This strategy includes:

- Placing additional garbage bins within 100 metres of Station entry & exit points.
- Increasing the street sweeping in this area to once weekly, with additional street cleaning conducted by the Strathfield Council Cleansing team and illegal dumping inspections undertaken by Council and the RID squad.
- Conducting a mailing out of information and dropping off of flyers to buildings which have issues with littering, illegal dumping and overfull bins.
- Rangers have initiated a blitz program and will issue infringements to any unit blocks that breach litter legislation.
- Investigation into the success of previous CCTV programs.

**Improving Streetscapes Near Homebush Station (Cont'd)**

- Educational stalls to be conducted on a quarterly basis to educate the community.

**FINANCIAL IMPLICATIONS**

Costs could be funded from Council's recurrent waste and recycling budget.

**ATTACHMENTS**

There are no attachments for this report.

**ID6 IMPROVING RECYCLING**

**AUTHOR:** Cameron Ross, Environmental Projects Officer

**APPROVER:** Stephen Clements, Director Infrastructure Development and Environment

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**RECOMMENDATION**

***That Council conduct community consultation on Ford Park and Hudson Park being used as drop off points for large cardboard boxes and soft recyclable plastic packaging.***

**PURPOSE OF REPORT**

Council, at its meeting of 6 March 2018, resolved (Minute No. 33/18):

“THAT:

1. A report be provided to the April Ordinary Council meeting in relation to:
  - a) Strathfield Council providing quarterly Drop Off Point/s for large cardboard boxes and soft recyclable plastic packaging.
  - b) The feasibility placing the cardboard recycling and packaging drop off and EPA Chemical Clean Out Day on the waste calendar.
2. The report should include but not limited to suitable locations, benefits to the community, any rebates/grants council can receive and what discount on our recycling waste charges council will get if any due to the introduction of the return and earn scheme.”

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

**REPORT**

Hudson Park and Ford Park have been identified as suitable locations for drop off points as they are at opposite ends of the LGA, both provide a large area where drop offs can occur and both have a large amount of parking. It is anticipated that Council will conduct this initiative on a quarterly basis.

The benefits to the community of implementing quarterly drop off points can be seen below:

- Additional recycling opportunities for bulk cardboard and soft plastic.
- Reduction in illegal dumping of recyclable products.
- Increased diversion rate.
- Decreased waste in the general waste bin (14% of waste in the red bin is recycling).

Council already receives a grant from the EPA to support recycling initiatives; Council will not receive any rebates or additional grants for this initiative.

General waste disposal costs may reduce due to a reduction of glass, steel and aluminium and plastic in the general waste bin. Council will not however receive any rebate on the ‘Return and Earn Scheme’.



**Improving Recycling (Cont'd)**

Any future updates to the waste calendars will include these drop off days, Chemical clean out day will not be included in the waste calendars due to the fact that notification is not received from the EPA until Mid-year.

**FINANCIAL IMPLICATIONS**

Costs could be funded from Council's recurrent waste and recycling budget.

**ATTACHMENTS**

There are no attachments for this report.