



# STRATHFIELD 2030 COMMUNITY STRATEGIC PLAN

V.1.1  
ADOPTED 7 MAY 2019

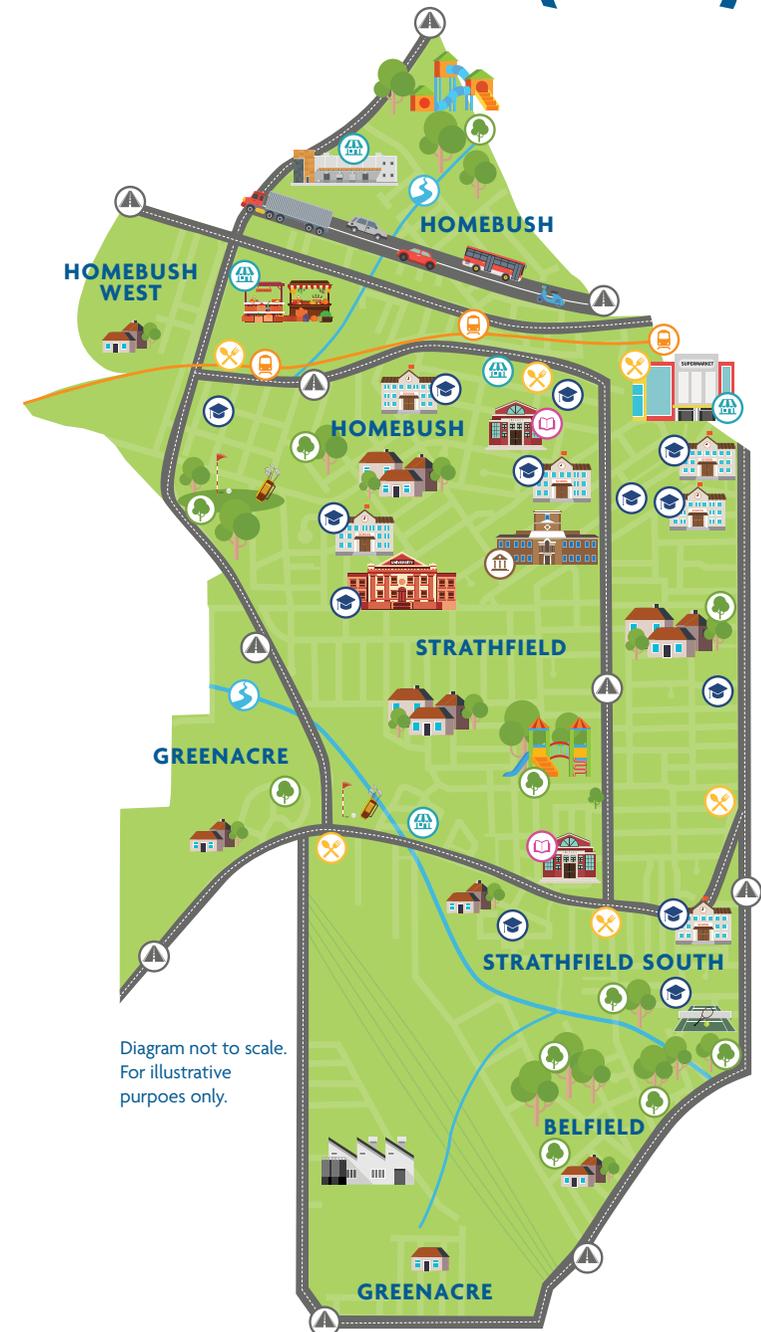
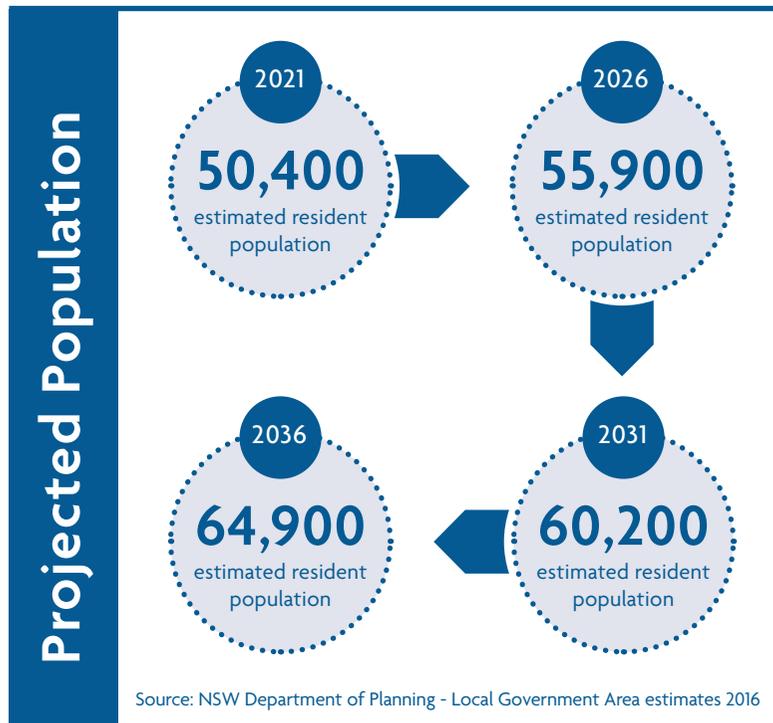
A photograph of a golf course. In the foreground, a young plant with green leaves and small white flowers is growing in a dark mulch bed. To the right, there is a large, weathered log. In the background, a green golf course is visible with three tall, silver flagpoles. The background is filled with lush green trees and foliage.

## 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 Local Government Area (LGA)

-  Main road
-  Public park
-  Council
-  Library
-  Waterway
-  Train station
-  Food outlet
-  Shopping/retail
-  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 Chief Executive Officer, Strathfield Council, PO Box 120, Strathfield NSW 2135.

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A vibrant playground scene featuring a large orange canopy structure. The ground is covered in colorful rubber safety mats in shades of blue, green, and orange. Several children are playing on the equipment, including a swing set and a climbing structure. The background is filled with lush green trees under a clear blue sky.

# PART 1

## COMMUNITY STRATEGIC PLAN

# 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.

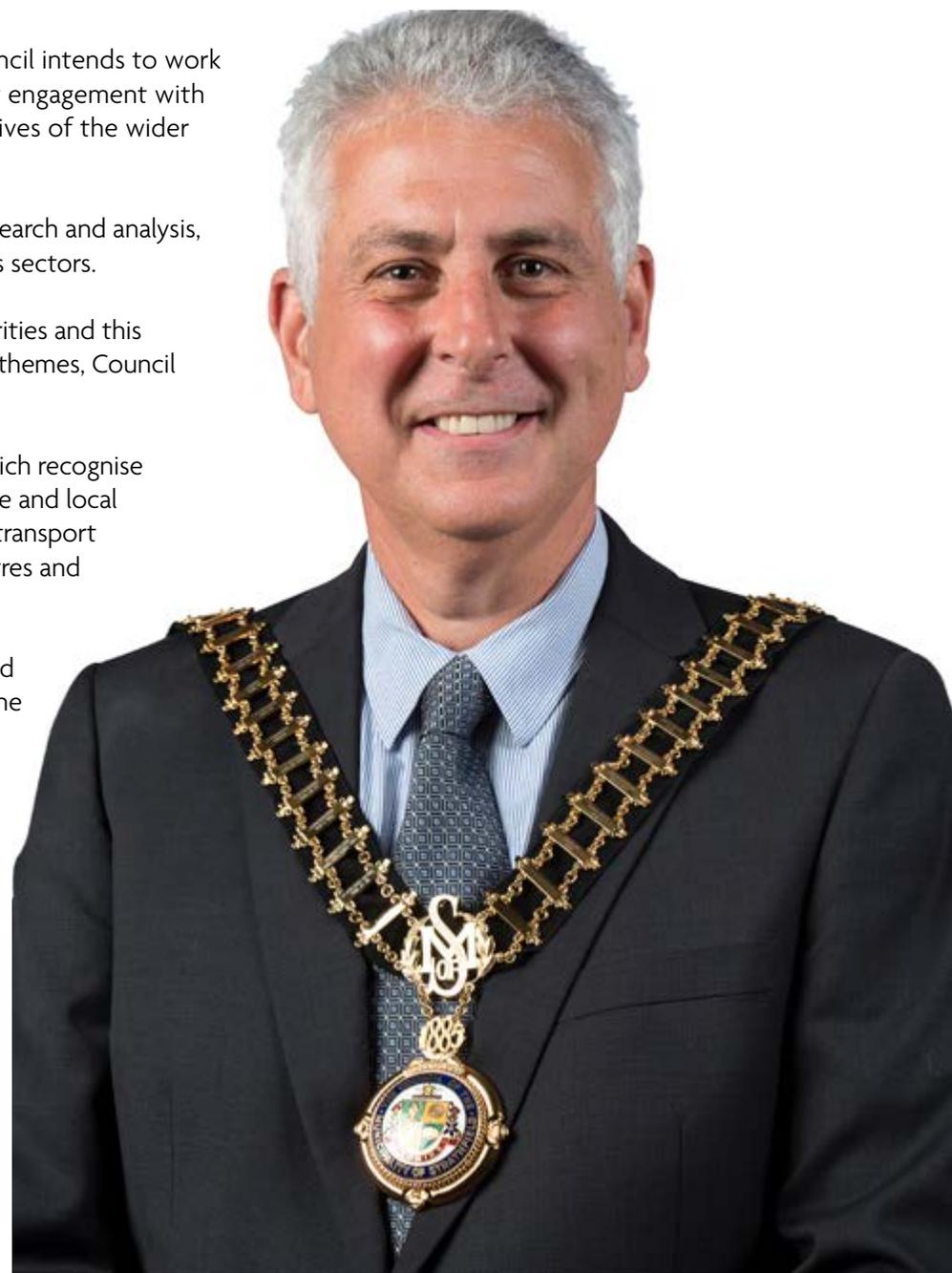
Strathfield Council has adopted five broad themes. The community has expressed their priorities and this plan will implement their community vision for Strathfield by 2030. Under each of these five themes, Council has set clear goals and expanded these with strategies for how these can be achieved.

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  
April 2019



# 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 aspirations 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
- Established performance measures to assess our progress

## 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 Council area 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.

Council has adopted the *Community Access Plan 2015-2019* and is committed to implementing this plan and the *Disability Discrimination Act 1992* (Comm) and the *Disability Inclusion Act 2014* (NSW).

## 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 Council area'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
- Businesses, 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 17 April 2018 for 30 days and adopted by Council on 5 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 the Strathfield Council area 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 Council 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

The Strathfield Council area 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.

The Council area 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.

The Council area 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.

The Council area 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 2017, the estimated residential population (ERP) of Strathfield was 43,585. 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 (2016 ABS Census).

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 the 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).

The Strathfield Council area 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 (2016 ABS Census).

## Strathfield's Natural and Built Environment

The Strathfield Council area 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 Council'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 Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

The Council area 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 (ABS 2016 Census).

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 (ABS 2016 Census).

## Strathfield's Socio-Economic Profile

Strathfield LGA ranks in the top 20% of least disadvantaged areas in Australia with a Socio-Economic Index of Disadvantage and Advantage rating of 1063.

This index summaries information about the economic and social conditions of people and households within Council areas, including both relative advantage and disadvantage measures.

## Strathfield's Economy

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

The estimated Gross Regional Product (GRP) of Strathfield Council 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 Council area 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 the Strathfield Council area 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

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

- Matthew Blackmore
- Antoine Doueihy
- Maryanne Duggan
- Nella Hall
- Stephanie Kokkolis
- Karen Pensabene
- Gulian Vaccari

The next council election is due to be held in September 2020.

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 (including parts of Strathfield South, Belfield and Greenacre) in 1949. There have been two minor boundary adjustments: in 1953 with Bankstown Council and 1992 with Auburn Council.

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



# 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 areas 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 the '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 e.g. 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 a 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 a 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 e.g. 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 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.



## 1. CONNECTIVITY

- 1.1 Growth sustained by well-planned and accessible infrastructure
- 1.2 Connected and integrated transport networks
- 1.3 Transformed and connected information and services



## 2. COMMUNITY WELLBEING

- 2.1 Socially cohesive and connected communities
- 2.2 Healthy and active community
- 2.3 Safe and accessible places



## 3. CIVIC PRIDE AND PLACE MANAGEMENT

- 3.1 Engaging and activated public places
- 3.2 Creative and cultural community



## 4. LIVEABLE NEIGHBOURHOODS

- 4.1 Quality, liveable and sustainable urban design and development
- 4.2 Clean, attractive and well maintained neighbourhoods
- 4.3 Thriving and resilient environment



## 5. RESPONSIBLE LEADERSHIP

- 5.1 Trust in Council's leadership and decision making
- 5.2 Accountable Council performance



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# Chapter 6: Connectivity Theme

The Strathfield Council area 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 the Strathfield Council area 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 location 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 e.g. new and embellished parks and open spaces, current and future community facilities/hubs/centres e.g. 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, 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 the Strathfield Council area 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 Council's 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.

A 'Smart City' approach 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 Council 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 e.g. 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

The Strathfield Council area 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

The Strathfield Council area 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.

### HEALTHY AND ACTIVE COMMUNITY

The Strathfield Council area 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?

### SOCIAL COHESION

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

An 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 e.g. 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 a 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 the Strathfield Council area. 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 e.g. 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 in the last few years, 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 Council 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	<p>2.1.1 Build community resilience, capacity and promote connected and socially cohesive communities</p> <p>2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies</p>	<ul style="list-style-type: none"> <li>Local Stakeholders</li> <li>Community, sporting and recreational organisations</li> <li>Non-Government organisations</li> <li>NSW Government (agencies as required)</li> <li>Federal Government (agencies as required)</li> <li>Other Councils</li> </ul>
2.2 Healthy and active communities	<p>2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs</p> <p>2.2.2 Promote healthy and active living programs</p>	<ul style="list-style-type: none"> <li>Local Stakeholders</li> <li>Community, sporting and recreational organisations</li> <li>Non-Government Organisations</li> <li>NSW Government (agencies as required)</li> <li>Other Councils</li> </ul>
2.3 Safe and accessible places	<p>2.3.1 Work with key stakeholders to address community safety issues</p> <p>2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA</p> <p>2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters</p>	<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 local area, 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 programs 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 engagement 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 engagement 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 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 the Strathfield Council area's history and heritage.

## What Issues are Important to the Community?

There were many views on local retail and businesses ranging from concerns about mix and types of businesses as well as transport issues including, available parking and traffic congestion. Most participants of the community engagement process expressed that Strathfield needed greater diversity in the types of shops, restaurants, cafes and businesses.

It was also suggested that Council could be more involved in supporting and creating vibrant retail strips. Place management enables improvements in public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

### QUALITY OF LIFE AND CIVIC PRIDE IN STRATHFIELD

The “brand” of Strathfield has significant value to the community and it is important to them that the Council supports high standards of living by delivery of quality services.

The Strathfield brand is also seen by many to uphold property values and living standards, which is important to many home and land owners.

The community want to have pride in Strathfield being the place they live, work or study. Values are important to the community as they underpin their lifestyle choice to make Strathfield the place they choose to live, work or visit.

### COMPLIANCE AND ENFORCEMENT

Issues were raised about development in industrial areas, especially those in close proximity to industrial areas such as Belfield and Homebush West. The concerns were mainly the adverse impact on local and residential environment such as noise, traffic movements and pollution.

The community identified the need to regulate more consistently on waste, environmental health and parking. The major concerns for the community that required vigilant enforcement related to littering, waste, illegal dumping, graffiti and vandalism. It was suggested that education should be provided to address antisocial behaviour, noted especially in high traffic areas such as the town centre.

### TOWN CENTRES

The community identified that town centres and villages need to be revitalised and more engaging and welcoming as residents travel outside of LGA for shopping and eating experiences due to lack of diversity of shops and business and there are perceptions of limited activation of commercial or retail strips. It was regularly commented that Strathfield Town Centre needs revitalisation and integrated transport.

## 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 Council 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>• 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>• 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 engagement 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 2017-2018 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 the Strathfield Council area should be maintained as a “Garden City”. There were concerns about loss of green areas in the Strathfield Council area and erosion of established street and landscapes and condition of parks in the local area. The idea of greening was broader than open space and that it includes 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 the Strathfield Council area 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).

Promoting a clean Strathfield and use of 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 and clean attractive places to shop and socialise during the day and evening are desired.

Providing and supporting 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 by 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?**

### **BUILDING AND DEVELOPMENT - RESIDENTIAL**

The built environment of Strathfield is important to the local community. Improvements to urban design and the appearance of Strathfield; quality, well-built and well-designed housing.

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 concerns regarding external and internal design of unit developments and access to facilities, transport, indoor/outdoor passive and active spaces.

## 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>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>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>NSW Government e.g. Environment, Local Land Services and agencies as required)</li> <li>Other Councils</li> </ul>



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# 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

Strathfield is a very diverse community. Council's challenge is engaging and understanding our community and ensuring 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, it's people and assets.

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

Providing 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 include:

- The 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
- Community engagement with key stakeholders and demographic groups such as the 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.

Responsible Leadership 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> </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.

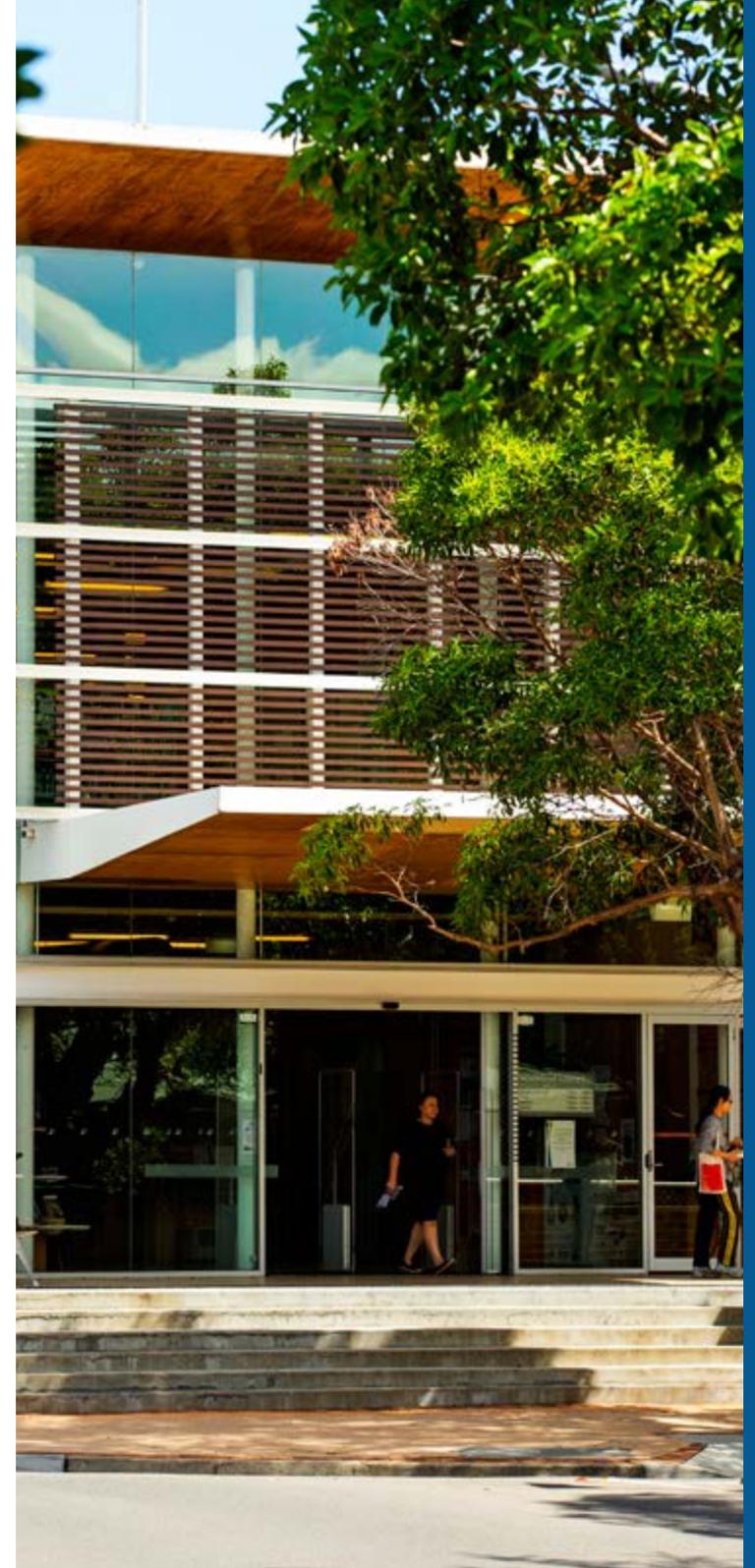
**CIVIC PRIDE AND PLACE MANAGEMENT** – engaging town centres and public places, cultural activities and learning promoting a sense of civic pride.

**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 the plan and its strategies may be funded and 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 may involve various layers of engagement (work with the public and ensure that public concerns and aspirations are consistently understood and considered) including; collaboration (partnering 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 community and those stakeholders who have an interest in the Strathfield Local Government Area.

This Strategy sets out:

- Council's approach to community engagement
- The principles that underpin Council's approach
- The 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 (End of Term Report).

## 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 the Strathfield Local Government Area and has its own postcode, 2129.

Suburb	Postcode	Population (ABERP 2017)
Belfield	2191	1,482
Greenacre	2190	1,655
Homebush	2140	8,239
Homebush West	2140	9,346
Strathfield	2135	19,691
Strathfield South	2136	3,775

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.

The Strathfield Council area 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 2017, the estimated residential population (ERP) of the Strathfield Council area was 43,585.

It is estimated that by 2031, 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, the Strathfield Council area 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 the council area. 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 Council'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 the Strathfield Council area. 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

The Strathfield Council 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 the Strathfield Council area 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 the Strathfield Council area. The remaining bushland areas are fragmented thereby reducing the viability of habitat to support populations of native fauna. The main greenspace types in the Strathfield Council area 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

The Strathfield Council area 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

The Strathfield Council area is known for its major transport systems. Trains and buses (public/private) service the Strathfield Council area 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. The Strathfield Council area has extensive local walkways through streets and parks as well as the Bay to Bay Cycleway, which passes through many different council areas.

## EDUCATION

The Strathfield Council area 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. The Strathfield Council area 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

The Strathfield Council area 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 Council'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, and has 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.



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# PART 2

## RESOURCING STRATEGY



# Part 2A: Long Term Financial Plan 2019-2029

## 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	2017-2018 KPIs v (OLG)
Unrestricted Current Ratio	Measures an organisation's ability to fund its short term liabilities	3.70 (1.5:1)
Building and Infrastructure Renewal	To assess the rate at which these assets are being renewed relative to depreciation	373.08% (>100%)
Outstanding Rates & Charges	The amount of revenues owed to Council	2.24% (<5%)

In addition to the measures of performance outlined above, a key element of financial sustainability is its financial self-sufficiency. Strathfield derives around 72.33% of its own source revenue of which 54% is 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 36% 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 2.7% for 2019-20 year the average annual increase for salaries and award based growth (including oncosts) is anticipated to be 3.25% to 3.40% from 2019/20 to 28/29 compounded over the 10 year term. When also considering the weighted average All Groups Consumer Price Index (CPI) of 2.2% to 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. This is becoming a major struggle with each year that passes by.

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 at present.

IPART NSW are currently indicating that 14 Councils have notified of their intention to apply for an SRV relating for YE 19/20 (this represents 11% of ALL NSW Councils). The breakup of SRV's by regions is "50|50" - **7 Sydney metropolitan councils and 7 regional & rural councils.**

### Sydney metropolitan councils:

1. Burwood (previous SRV's granted under IPART: 1)
2. Camden (previous SRV's granted under IPART: 1)

3. Hunters Hill (previous SRV's granted under IPART: 2)
4. Ku-ring-gai (previous SRV's granted under IPART: 3)
5. North Sydney (previous SRV's granted under IPART: 2)
6. Randwick (previous SRV's granted under IPART: 3)
7. Sutherland

#### **Regional and rural councils:**

1. Dungog
2. Kiama (previous SRV's granted under IPART: 2)
3. Lithgow
4. Muswellbrook (previous SRV's granted under IPART: 3)
5. Port Stephens
6. Richmond Valley and (previous SRV's granted under IPART: 1)
7. Tamworth (previous SRV's granted under IPART: 1)

#### **The TOP 10 LARGEST SRV's GRANTED during IPART's SRV role are as follows in order from largest to smallest:**

- Balranald Shire Council 70.00% (over 7 yrs) (18/19)
- Parkes Shire Council 52.00% (over 4 yrs) (13/14)
- Maitland City Council 50.75% (over 7 yrs) (14/15)
- North Sydney Council 48.91% (over 6 yrs) (12/13)
- Lake Macquarie City 47.09% (over 7 yrs) (12/13)
- Tenterfield Shire Council 45.00% (over 4 yrs) (14/15)
- Wollondilly Shire Council 43.20% (over 4 yrs) (15/16)
- Waverley Council 40.50% (over 3 yrs) (11/12)
- Newcastle City Council 40.00% (over 5 yrs) (15/16)
- Gloucester Shire Council 39.00% (over 3 yrs) (15/16)

#### **History of councils that applied for SRV in recent years gone by:**

For the year 2018/19 IPART had received SRV applications from 13 councils of which they approved out right 9 and part approved 2 and refused the other 2. Those that received approval in full were Ballina Shire Council, Balrandald Shire Council, Bellingen Shire Council, Clarence Valley Council, Hawkesbury City Council, Kempsey Shire Council, Lismore City Council, Randwick City Council, Shoalhaven City Council. Those partly approved were Kiama Municipal Council and Muswellbrook Shire Council and the two refused were Upper Hunter Shire Council and Willoughby City Council.

In 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.

In 2016-17, there were 12 councils across NSW that applied for special rate variation above the rate peg in 2016-17. Nine of the applications are 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 208(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.

In December 2015, 20 councils notified IPART that they intended to apply for a special variation. 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 FY 2016-17, approvals were given to 9 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 councils, 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. Two applications for single year SVs were both approved and

six for multi year SVs 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 2019-2020 is set at 2.7%.

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 \$34.565m in community infrastructure asset upgrades and renewals over the 4 year delivery plan, \$12.34m in year one plus a further \$22.22m in years two to four.

Annexed to this report is a schedule of capital works proposed to be undertaken in 2019-2020.

## 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 \$423m asset portfolio. Of these assets, \$361m 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 from 2017-18 onwards leaving a naturally reoccurring balance due to non prioritisation of those assets experiencing infrequent or low useage by the community.

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 as well as the maintenance of those assets. 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 both on the capital renewal as well as the maintenance front. The impact also will flow onto the financial income statement possibly leading to an unsustainable financial operating performance result.

## 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 (LTFFP)

The LTFFP 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 LTFFP. As Council finalises its Delivery Program every four years, the first four years of the LTFFP will become firmer. As the Operational Plan is completed (annually) the detailed Resourcing Strategy will form the first year of the LTFFP. 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 LTFFP 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 Strategy.
- Capital expenditure on asset renewal, upgrades and extensions represents approximately a range of 30% to 14% of the annual expenditure from year 1 through to year 10.

## 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 LTFFP 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>	2.7% in Year 1 2.5% in years 2-4 (based on conservative approach; then average 2.6% - 2.7% in years 5-10)
<b>User charges &amp; fees</b>	Indexed by average 2.5% - 3.0% in line with CPI growth projections
<b>Interest on investments</b>	2.4% - 2.6% (based on current financial climate)
<b>Grants &amp; contributions</b>	Based on past history
<b>Employee costs</b>	3.25% in year 1-4 3.25% - 3.4% average in years 5-10
<b>Materials &amp; contracts / Other expenses/Utilities</b>	2.4%-2.5% years 1-10 Utilities average 4-5% years 1-10
<b>Capital Contributions</b>	-23% in Year 1 (decrease based on current property climate) Average 2.5% for year 2-4 Then 10% for years 5-10

## Commentary

In the scenario, after 2019-20 Capital spend of \$14.949m, Council will maintain capital spending on assets at an expected level of \$10.418m to \$10.34m per annum for years 2-4 then ramp it up from \$13.3m to \$21.32m in years 5 to 9 before returning to the medium term level of \$11.53 in year 10.

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 very small surplus for the ten years just above breakeven mark.
- 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.

Under this scenario, the infrastructure spending is funded mainly from external grants and contributions and some internal reserves ranging from in excess of \$5m to \$12 million per annum from years 1 to 10. Assets are maintained at a fully serviceable level and are renewed/replaced as required.

## INCOME STATEMENT – GENERAL FUND

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	27,654,000	27,859,292	29,874,837	30,595,325	31,333,825	32,090,925	32,976,610	33,972,699	34,910,700	35,986,816	37,002,203	38,046,318
User Charges & Fees	5,384,000	5,467,593	4,730,452	4,849,300	4,971,000	5,095,300	5,227,778	5,363,700	5,503,156	5,646,238	5,793,041	5,943,660
Interest & Investment Revenue	1,385,000	1,445,967	1,389,927	1,444,800	1,560,400	1,696,900	1,834,369	1,972,776	2,112,145	2,252,499	2,293,863	2,536,263
Other Revenues	3,038,000	4,597,675	3,622,784	3,739,625	3,859,269	3,981,921	4,101,019	4,218,271	4,344,459	4,468,657	4,602,358	4,740,068
Grants & Contributions provided for Operating Purposes	3,019,000	2,795,518	2,555,334	2,425,000	2,485,863	2,547,800	2,611,495	2,676,782	2,743,702	2,812,295	2,882,602	2,954,667
Grants & Contributions provided for Capital Purposes	11,314,000	11,190,180	11,178,000	8,208,400	8,413,600	8,624,000	9,486,400	10,435,040	11,478,544	12,626,398	13,889,038	15,277,942
<b>Other Income:</b>												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>51,794,000</b>	<b>53,356,225</b>	<b>53,351,334</b>	<b>51,262,450</b>	<b>52,623,956</b>	<b>54,036,846</b>	<b>56,237,671</b>	<b>58,639,270</b>	<b>61,092,707</b>	<b>63,792,904</b>	<b>66,463,104</b>	<b>69,498,918</b>

## INCOME STATEMENT – GENERAL FUND (continued)

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	15,456,000	19,761,930	18,773,693	19,355,089	20,025,915	20,716,840	21,319,399	21,939,736	22,625,046	23,332,117	24,061,645	24,814,344
Materials & Contracts	7,616,000	7,762,553	8,017,464	8,244,500	8,175,100	8,277,900	8,382,583	8,489,882	8,599,865	8,712,596	8,828,146	8,946,585
Depreciation & Amortisation	5,743,000	6,286,500	6,486,500	6,524,803	6,686,149	6,710,604	6,894,464	7,182,353	7,343,000	7,616,460	7,662,789	7,962,045
Other Expenses	8,658,000	8,129,066	8,874,601	8,893,264	9,162,945	9,495,700	9,828,786	10,170,371	10,520,673	10,879,915	11,248,326	11,626,140
Net Losses from the Disposal of Assets	2,057,000	-	20,000	20,000	100,000	200,000	300,000	400,000	500,000	600,000	700,000	800,000
<b>Total Expenses from Continuing Operations</b>	<b>39,530,000</b>	<b>41,940,049</b>	<b>42,172,259</b>	<b>43,037,656</b>	<b>44,150,109</b>	<b>45,401,044</b>	<b>46,725,231</b>	<b>48,182,343</b>	<b>49,588,584</b>	<b>51,141,089</b>	<b>52,500,906</b>	<b>54,149,114</b>
<b>Operating Result from Continuing Operations</b>	<b>12,264,000</b>	<b>11,416,176</b>	<b>11,179,075</b>	<b>8,224,794</b>	<b>8,473,848</b>	<b>8,635,802</b>	<b>9,512,439</b>	<b>10,456,927</b>	<b>11,504,123</b>	<b>12,651,815</b>	<b>13,962,198</b>	<b>15,349,804</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>12,264,000</b>	<b>11,416,176</b>	<b>11,179,075</b>	<b>8,224,794</b>	<b>8,473,848</b>	<b>8,635,802</b>	<b>9,512,439</b>	<b>10,456,927</b>	<b>11,504,123</b>	<b>12,651,815</b>	<b>13,962,198</b>	<b>15,349,804</b>
<b>Net Operating Result before Grants and Contributions provided for</b>												
Capital Purposes	950,000	225,996	1,075	16,394	60,248	11,802	26,039	21,887	25,579	25,416	73,160	71,862

## BALANCE SHEET – GENERAL FUND – 10 YEARS ENDING 30 JUNE 2029

	Actuals	Current Year					Projected Years					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	21,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,318,398	17,823,022	17,915,308	17,496,216	16,702,881	15,165,183	20,729,846
Investments	32,000,000	33,000,000	33,000,000	38,000,000	43,000,000	48,000,000	53,000,000	58,000,000	63,000,000	68,000,000	73,000,000	81,000,000
Receivables	3,268,000	3,005,519	2,915,645	2,886,554	3,013,518	3,141,561	3,283,598	3,427,980	3,570,559	3,717,311	3,860,688	4,107,582
Inventories	210,000	158,523	164,340	168,966	168,327	170,745	173,208	175,732	178,319	180,971	183,689	186,475
Other	83,000	98,173	104,342	105,953	107,293	109,989	112,701	115,481	118,333	121,256	124,254	127,328
<b>Total Current Assets</b>	<b>57,115,000</b>	<b>46,083,432</b>	<b>49,106,779</b>	<b>54,631,249</b>	<b>61,622,110</b>	<b>68,740,693</b>	<b>74,392,528</b>	<b>79,634,501</b>	<b>84,363,426</b>	<b>88,722,420</b>	<b>92,333,815</b>	<b>106,151,231</b>
<b>Non-Current Assets</b>												
Receivables	67,000	26,762	27,687	26,961	27,634	28,325	29,105	29,979	30,805	31,750	32,644	33,563
Infrastructure, Property, Plant & Equipment	360,472,000	383,130,746	390,892,911	394,069,058	396,644,809	399,338,305	404,714,229	411,473,799	419,889,974	430,009,498	442,234,268	444,313,132
<b>Total Non-Current Assets</b>	<b>360,539,000</b>	<b>383,157,508</b>	<b>390,920,598</b>	<b>394,096,019</b>	<b>396,672,444</b>	<b>399,366,630</b>	<b>404,743,333</b>	<b>411,503,778</b>	<b>419,920,779</b>	<b>430,041,248</b>	<b>442,266,911</b>	<b>444,346,695</b>
<b>TOTAL ASSETS</b>	<b>417,654,000</b>	<b>429,240,940</b>	<b>440,027,378</b>	<b>448,727,268</b>	<b>458,294,554</b>	<b>468,107,323</b>	<b>479,135,861</b>	<b>491,138,279</b>	<b>504,284,205</b>	<b>518,763,668</b>	<b>534,600,726</b>	<b>550,497,926</b>

## BALANCE SHEET – GENERAL FUND (continued)

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	12,549,000	12,709,166	12,313,016	12,770,493	13,786,199	14,875,253	16,292,400	17,708,691	19,191,037	20,788,967	22,353,837	22,890,967
Income received in advance	317,000	317,598	301,110	308,730	316,462	324,376	333,328	342,528	351,984	361,703	371,692	381,958
Provisions	3,841,000	3,761,651	3,780,535	3,789,977	3,856,070	3,931,606	4,016,583	4,129,885	4,271,514	4,479,235	4,762,492	4,762,492
<b>Total Current Liabilities</b>	<b>16,707,000</b>	<b>16,788,415</b>	<b>16,394,662</b>	<b>16,869,200</b>	<b>17,958,731</b>	<b>19,131,234</b>	<b>20,642,310</b>	<b>22,181,104</b>	<b>23,814,535</b>	<b>25,629,905</b>	<b>27,488,021</b>	<b>28,035,418</b>
<b>Non-Current Liabilities</b>												
Provisions	133,000	222,349	223,465	224,023	227,930	232,394	237,417	244,115	252,486	264,765	281,508	281,508
<b>Total Non-Current Liabilities</b>	<b>133,000</b>	<b>222,349</b>	<b>223,465</b>	<b>224,023</b>	<b>227,930</b>	<b>232,394</b>	<b>237,417</b>	<b>244,115</b>	<b>252,486</b>	<b>264,765</b>	<b>281,508</b>	<b>281,508</b>
<b>TOTAL LIABILITIES</b>	<b>16,840,000</b>	<b>17,010,764</b>	<b>16,618,126</b>	<b>17,093,223</b>	<b>18,186,661</b>	<b>19,363,629</b>	<b>20,879,727</b>	<b>22,425,219</b>	<b>24,067,021</b>	<b>25,894,669</b>	<b>27,769,529</b>	<b>28,316,926</b>
<b>Net Assets</b>	<b>400,814,000</b>	<b>412,230,176</b>	<b>423,409,251</b>	<b>431,634,045</b>	<b>440,107,893</b>	<b>448,743,694</b>	<b>458,256,134</b>	<b>468,713,061</b>	<b>480,217,184</b>	<b>492,868,999</b>	<b>506,831,197</b>	<b>522,181,000</b>

## BALANCE SHEET – GENERAL FUND (continued)

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>EQUITY</b>												
Retained Earnings	198,548,000	209,964,176	221,143,251	229,368,045	237,841,893	246,477,694	255,990,134	266,447,061	277,951,184	290,602,999	304,565,197	319,915,000
Revaluation Reserves	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000	202,266,000
Council Equity Interest	400,814,000	412,230,176	423,409,251	431,634,045	440,107,893	448,743,694	458,256,134	468,713,061	480,217,184	492,868,999	506,831,197	522,181,000
<b>Total Equity</b>	<b>400,814,000</b>	<b>412,230,176</b>	<b>423,409,251</b>	<b>431,634,045</b>	<b>440,107,893</b>	<b>448,743,694</b>	<b>458,256,134</b>	<b>468,713,061</b>	<b>480,217,184</b>	<b>492,868,999</b>	<b>506,831,197</b>	<b>522,181,000</b>

## CASH FLOW STATEMENT – GENERAL FUND

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	27,756,000	27,895,106	28,803,542	29,558,434	30,267,769	31,024,515	31,876,796	32,832,983	33,738,361	34,771,551	35,752,138	36,758,784
User Charges & Fees	4,927,000	6,333,933	4,838,127	4,831,940	4,953,223	5,077,143	5,208,427	5,343,846	5,482,786	5,625,338	5,771,597	5,921,658
Interest & Investment Revenue Received	1,694,000	1,123,624	1,353,782	1,387,938	1,489,963	1,626,702	1,777,717	1,919,680	2,064,220	2,207,469	2,256,271	2,401,154
Grants & Contributions	14,621,000	13,794,005	13,737,479	10,684,312	10,895,093	11,167,327	12,082,685	13,095,170	14,204,009	15,418,715	16,749,749	18,208,615
Bonds & Deposits Received	1,644,000	1,050,000	1,600,000	1,650,000	1,850,000	1,900,000	2,050,000	2,200,000	2,300,000	2,400,000	2,500,000	2,500,000
Other	6,493,000	4,512,874	4,690,864	4,837,265	4,898,003	5,020,339	5,158,181	5,311,534	5,469,383	5,631,852	5,799,068	5,971,161
<b>Payments:</b>												
Employee Benefits & On-Costs	-15,201,000	-19,734,047	-18,702,391	-19,324,696	-19,932,762	-20,612,980	-21,209,758	-21,799,506	-22,452,473	-23,088,811	-23,737,580	-24,789,497
Materials & Contracts	-8,849,000	-7,498,353	-7,931,473	-8,224,817	-8,153,927	-8,240,134	-8,344,830	-8,451,167	-8,560,076	-8,671,790	-8,786,295	-8,903,663
Bonds & Deposits Refunded	-870,000	-1,050,000	-800,000	-850,000	-850,000	-900,000	-950,000	-1,000,000	-1,050,000	-1,050,000	-1,200,000	-1,200,000
Other	-11,389,000	-8,129,066	-8,874,601	-8,893,264	-9,162,945	-9,495,700	-9,828,786	-10,170,371	-10,520,673	-10,879,915	-11,248,326	-11,626,140

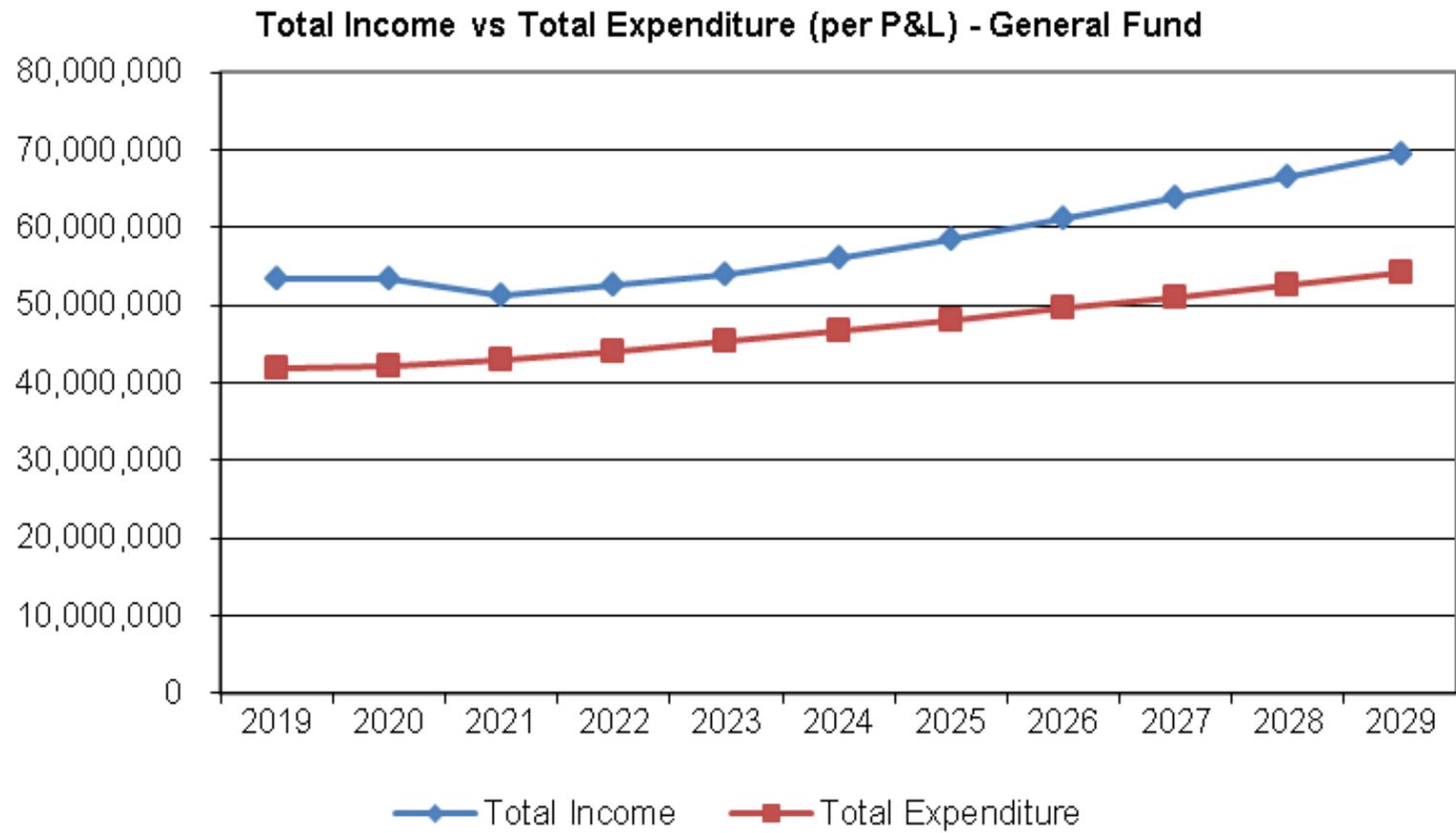
## CASH FLOW STATEMENT – GENERAL FUND (continued)

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Net Cash provided (or used in) Operating Activities</b>	20,826,000	18,298,077	18,715,329	15,657,111	16,254,417	16,567,212	17,820,432	19,282,169	20,675,537	22,364,409	23,856,621	25,242,071
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	34,000,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	628,000	1,680,000	680,000	697,100	714,500	732,300	732,300	732,300	732,300	732,300	732,300	732,300
Purchase of Investment Securities	-49,000,000	-1,000,000	-	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-8,000,000
Purchase of Infrastructure, Property, Plant & Equipment	-26,174,000	-30,710,859	-16,294,095	-10,806,886	-10,105,722	-10,314,086	-13,048,108	-14,922,183	-16,826,929	-18,890,044	-21,126,619	-12,409,708
<b>Net Cash provided (or used in) Investing Activities</b>	-40,546,000	-30,030,859	-15,614,095	-15,109,786	-14,391,222	-14,581,786	-17,315,808	-19,189,883	-21,094,629	-23,157,744	-25,394,319	-19,677,408
<b>Cash Flows from Financing Activities</b>												
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-19,720,000	-11,732,782	3,101,234	547,325	1,863,196	1,985,426	504,623	92,286	-419,092	-793,335	-1,537,698	5,564,663
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	41,274,000	21,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,318,398	17,823,022	17,915,308	17,496,216	16,702,881	15,165,183
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>21,554,000</b>	<b>9,821,218</b>	<b>12,922,452</b>	<b>13,469,776</b>	<b>15,332,972</b>	<b>17,318,398</b>	<b>17,823,022</b>	<b>17,915,308</b>	<b>17,496,216</b>	<b>16,702,881</b>	<b>15,165,183</b>	<b>20,729,846</b>

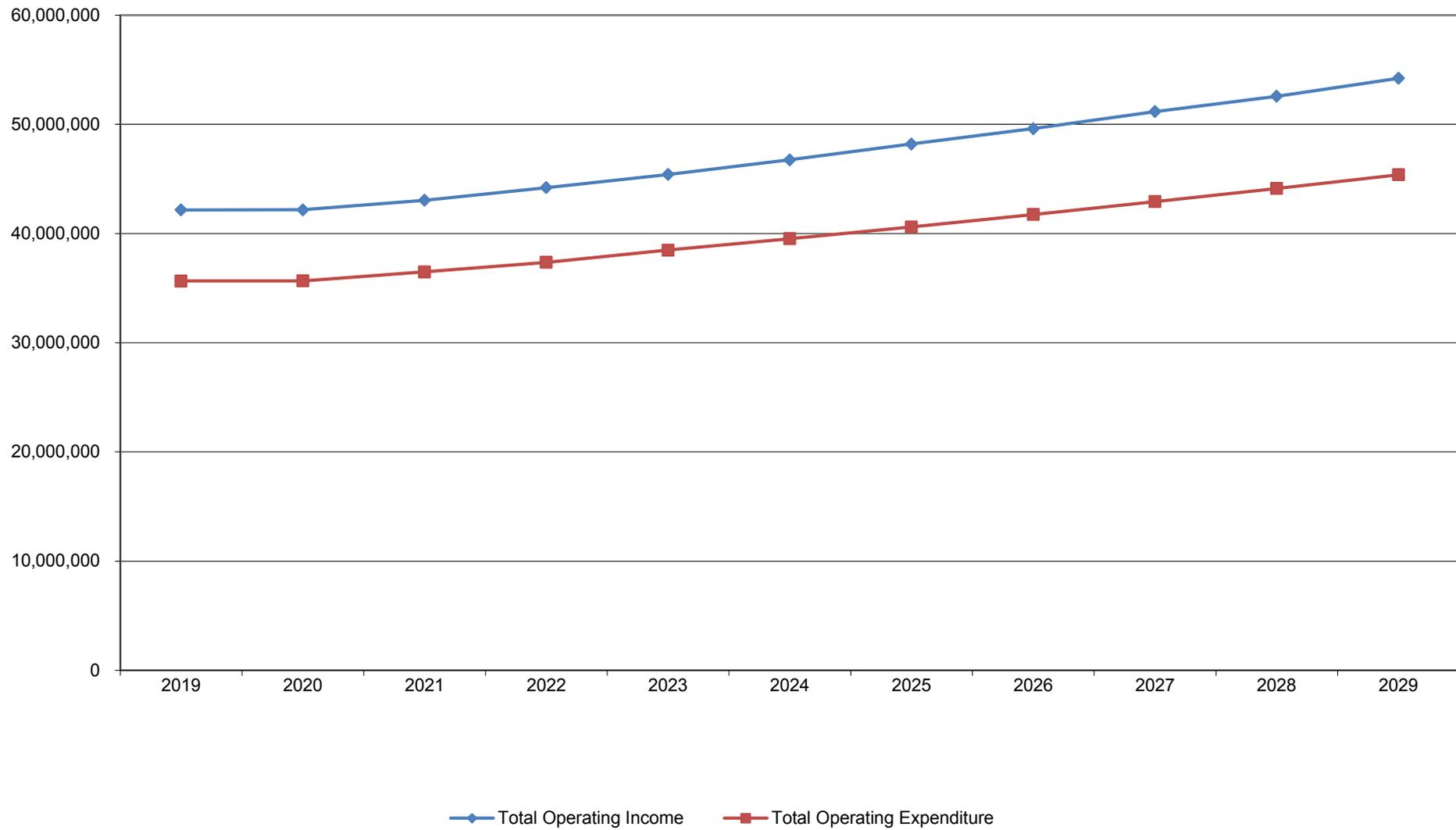
## CASH FLOW STATEMENT – GENERAL FUND (continued)

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash & Cash Equivalents - end of the year	21,554,000	9,821,218	12,922,452	13,469,776	15,332,972	17,318,398	17,823,022	17,915,308	17,496,216	16,702,881	15,165,183	20,729,846
Investments - end of the year	32,000,000	33,000,000	33,000,000	38,000,000	43,000,000	48,000,000	53,000,000	58,000,000	63,000,000	68,000,000	73,000,000	81,000,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>53,554,000</b>	<b>42,821,218</b>	<b>45,922,452</b>	<b>51,469,776</b>	<b>58,332,972</b>	<b>65,318,398</b>	<b>70,823,022</b>	<b>75,915,308</b>	<b>80,496,216</b>	<b>84,702,881</b>	<b>88,165,183</b>	<b>101,729,846</b>
<b>Representing:</b>												
- External Restrictions	28,964,000	19,585,561	20,540,630	22,994,730	25,643,030	28,490,030	29,747,269	30,400,866	31,330,697	32,701,665	34,572,835	42,838,924
- Internal Restrictons	13,009,000	11,693,919	14,155,760	16,750,307	20,000,104	23,095,410	25,974,689	29,018,448	31,176,564	32,337,887	32,204,146	37,208,997
- Unrestricted	11,581,000	11,541,738	11,226,061	11,724,739	12,689,838	13,732,958	15,101,065	16,495,995	17,988,955	19,663,329	21,388,201	21,681,925
	<b>53,554,000</b>	<b>42,821,218</b>	<b>45,922,452</b>	<b>51,469,776</b>	<b>58,332,972</b>	<b>65,318,398</b>	<b>70,823,022</b>	<b>75,915,308</b>	<b>80,496,216</b>	<b>84,702,881</b>	<b>88,165,183</b>	<b>101,729,846</b>

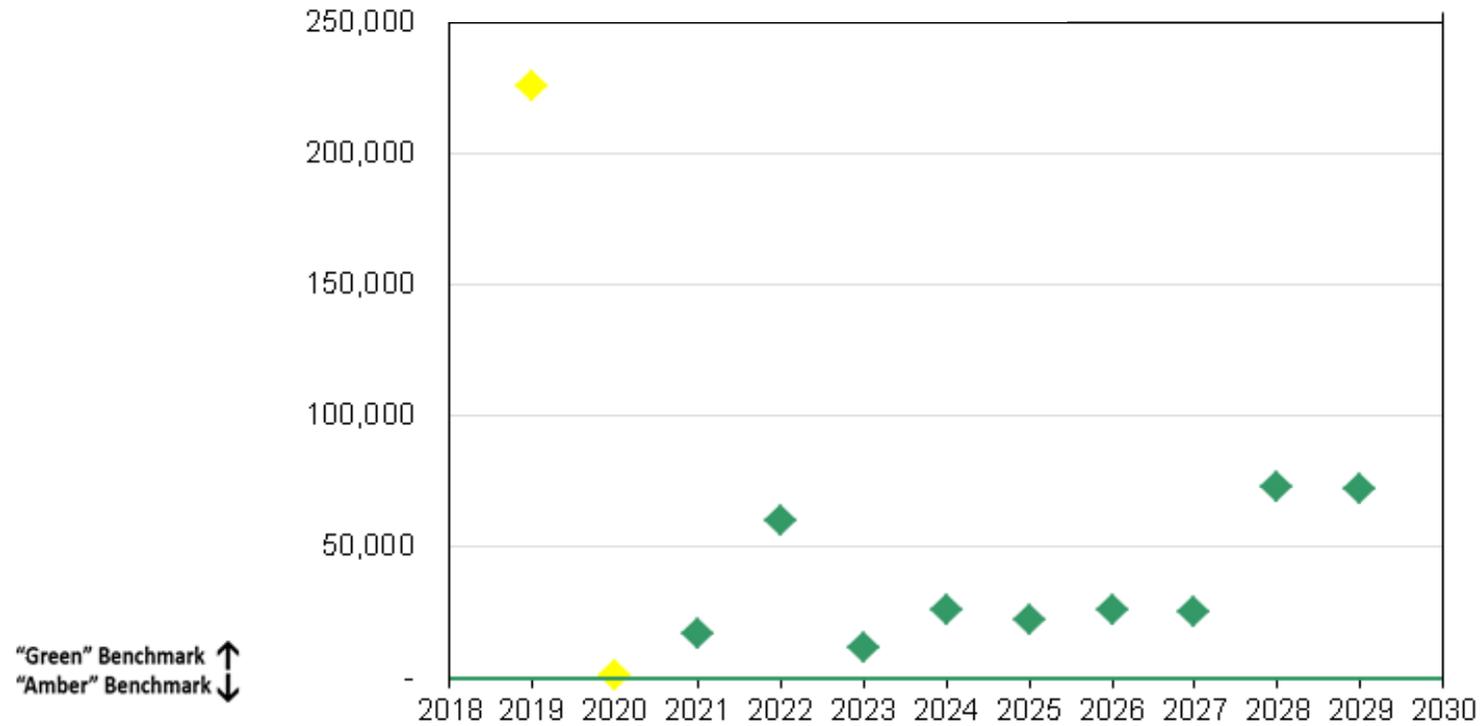
## CHARTS – GENERAL FUND



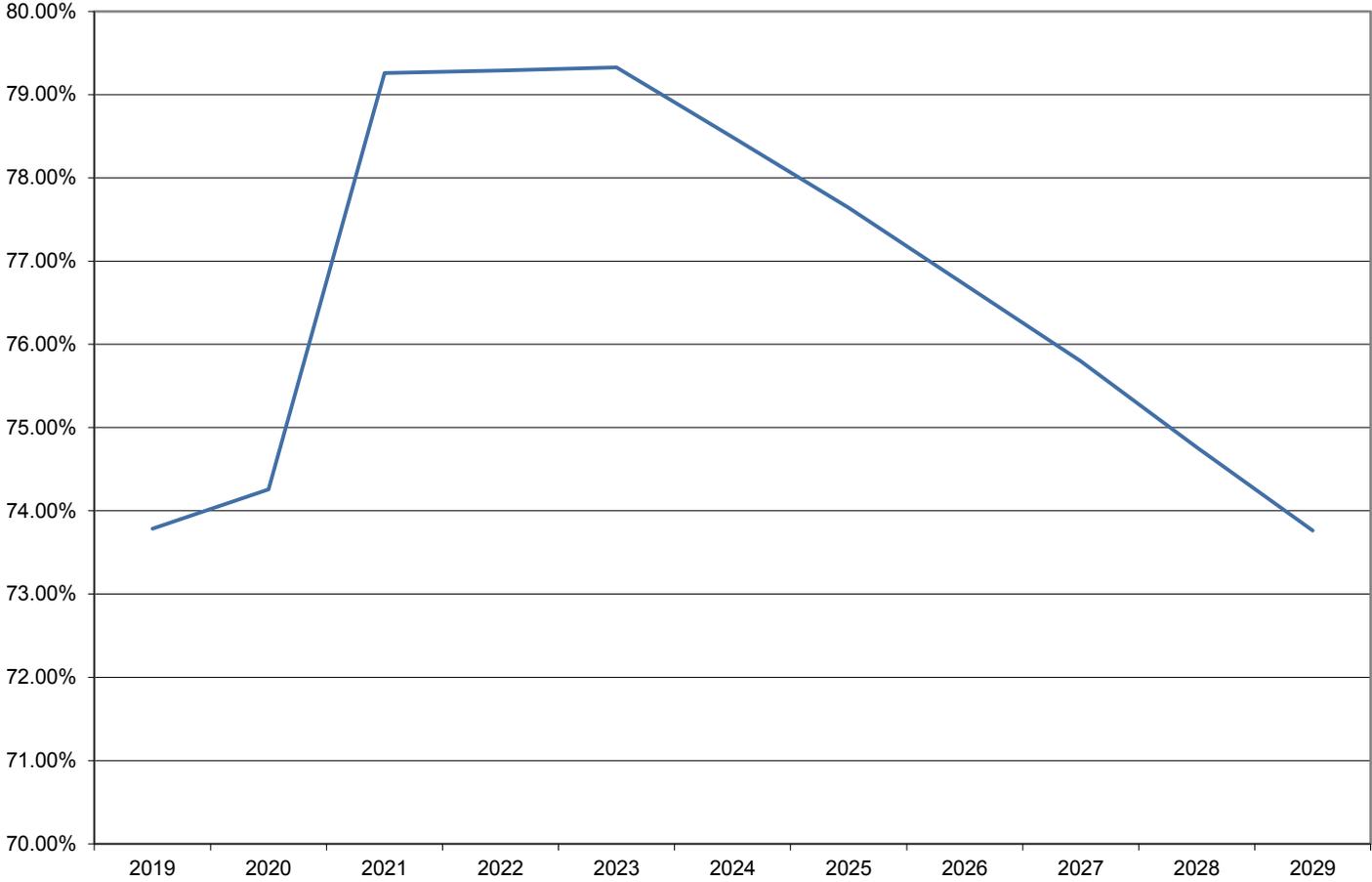
### Total Operating Income (excl. Capital Income) vs Total Operating Expenditure (excl. Depreciation) (per P&L) - General Fund



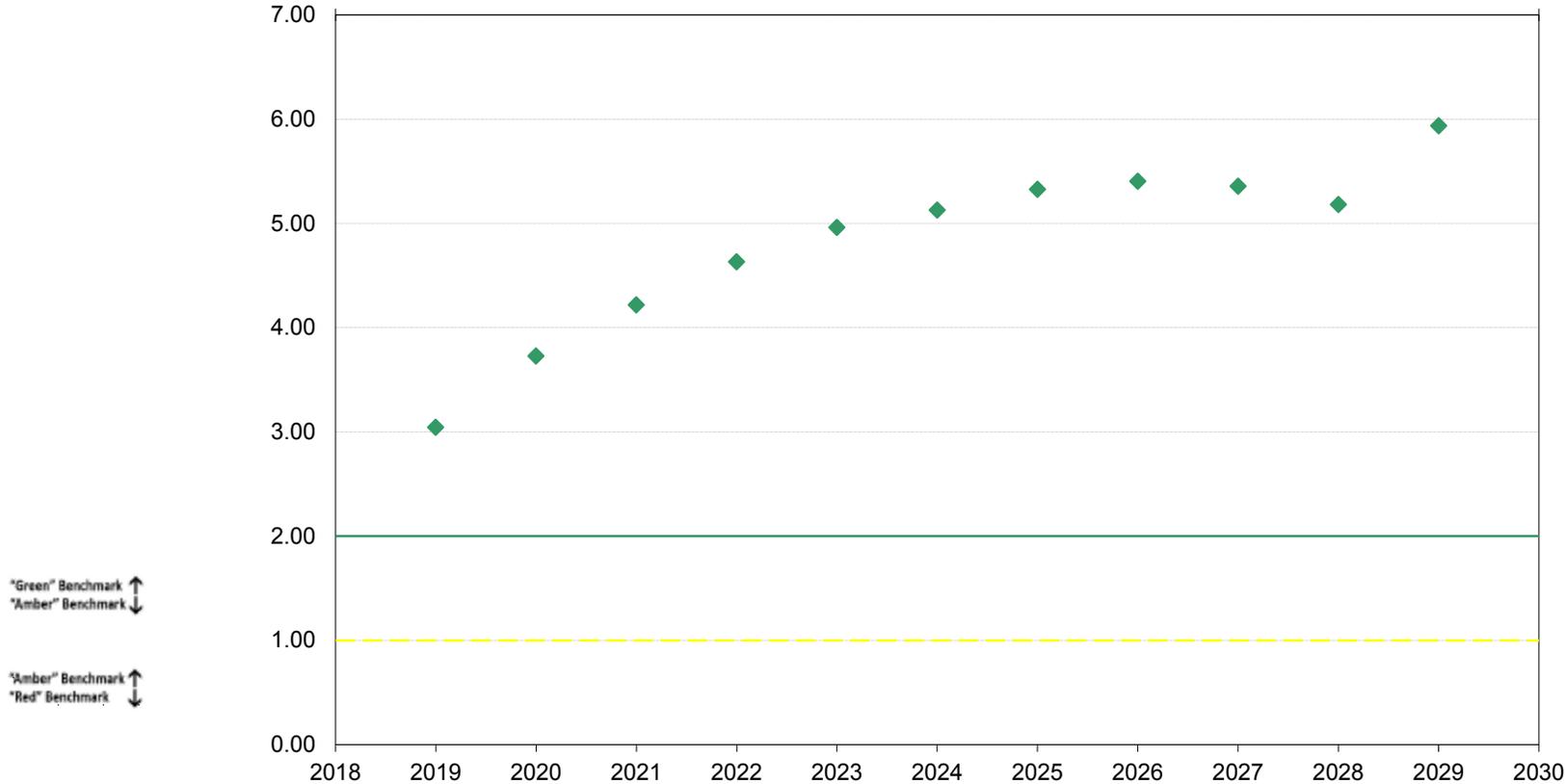
### Result from Continuing Operations before Capital Grants & Contributions - General Fund



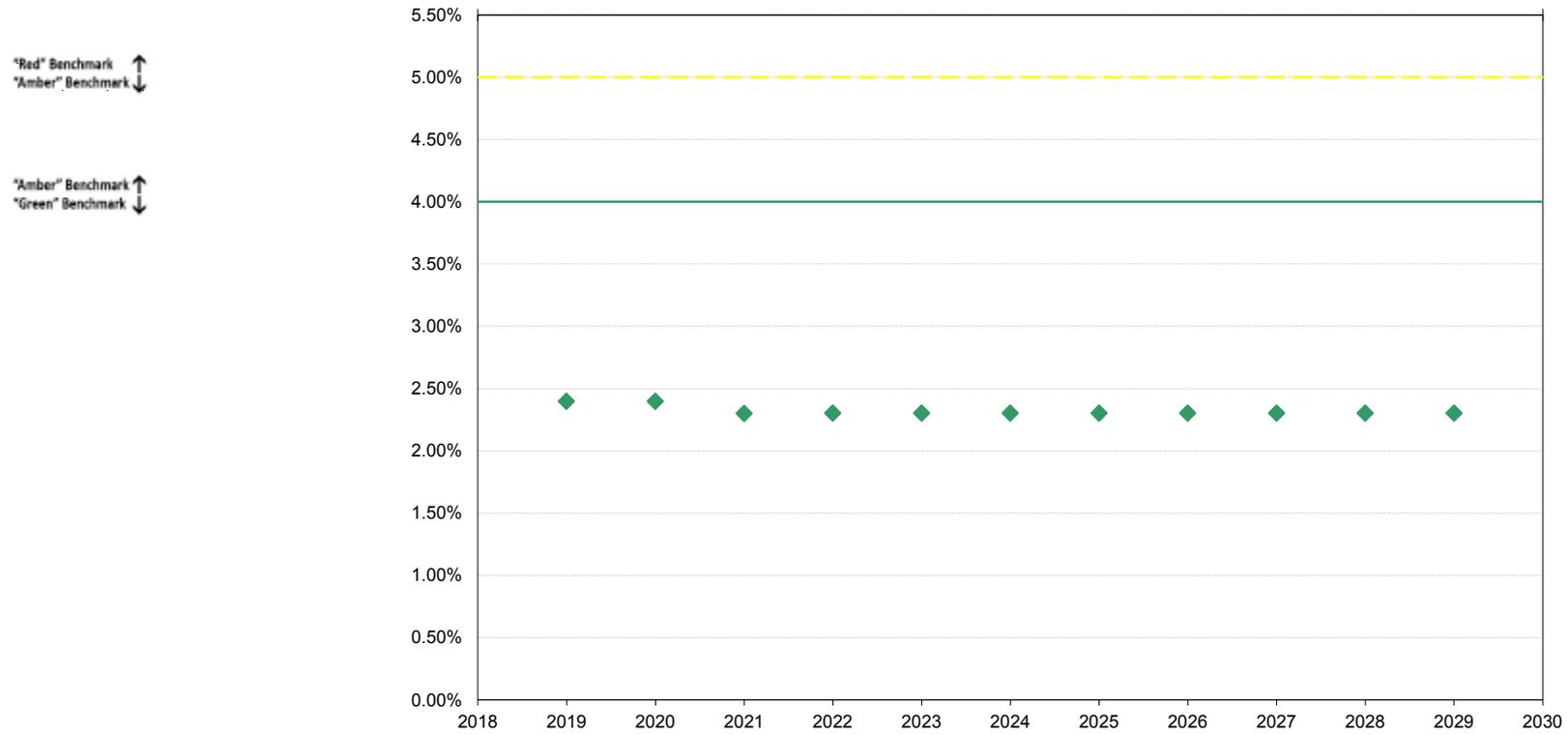
### Own Source Operating Revenue Ratio - General Fund



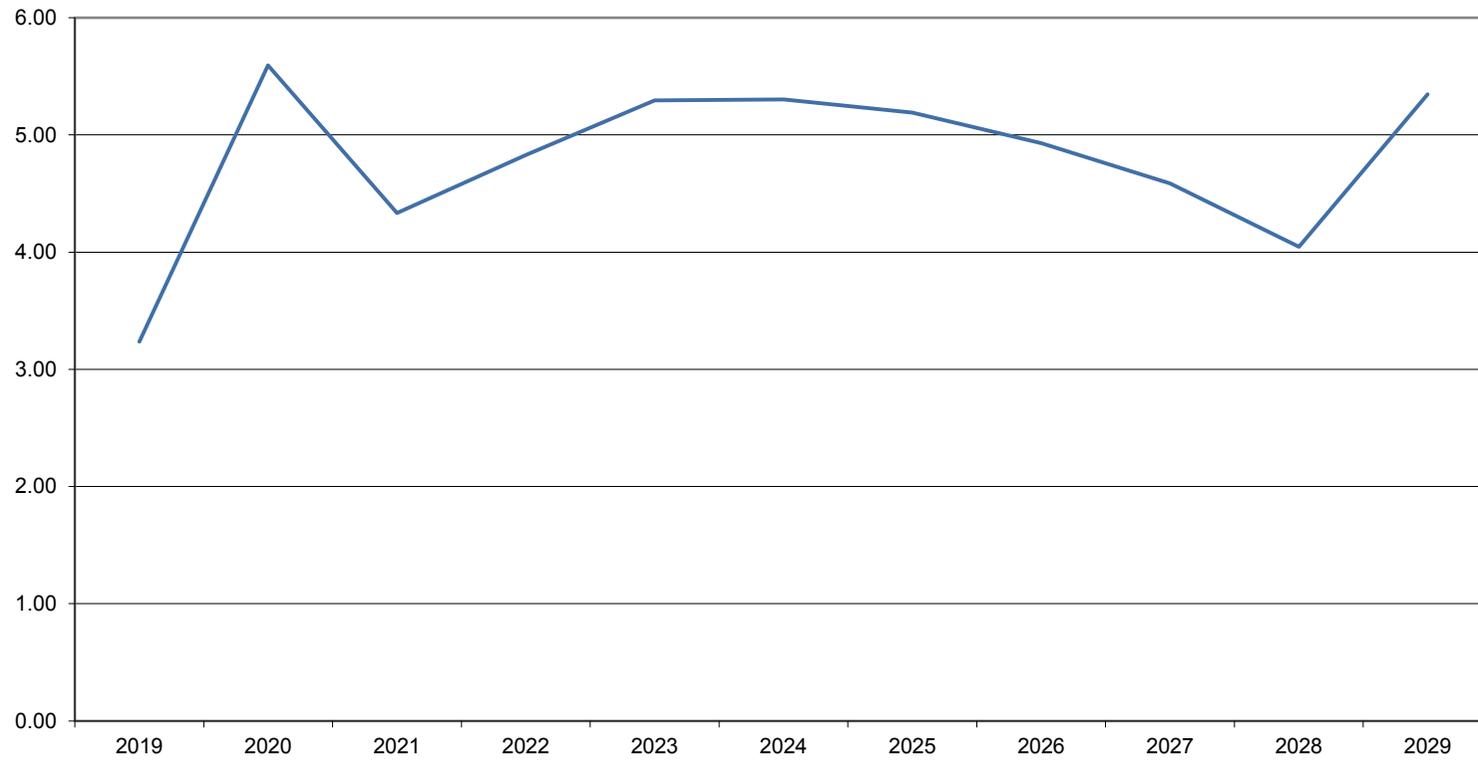
### Unrestricted Current Ratio - General Fund



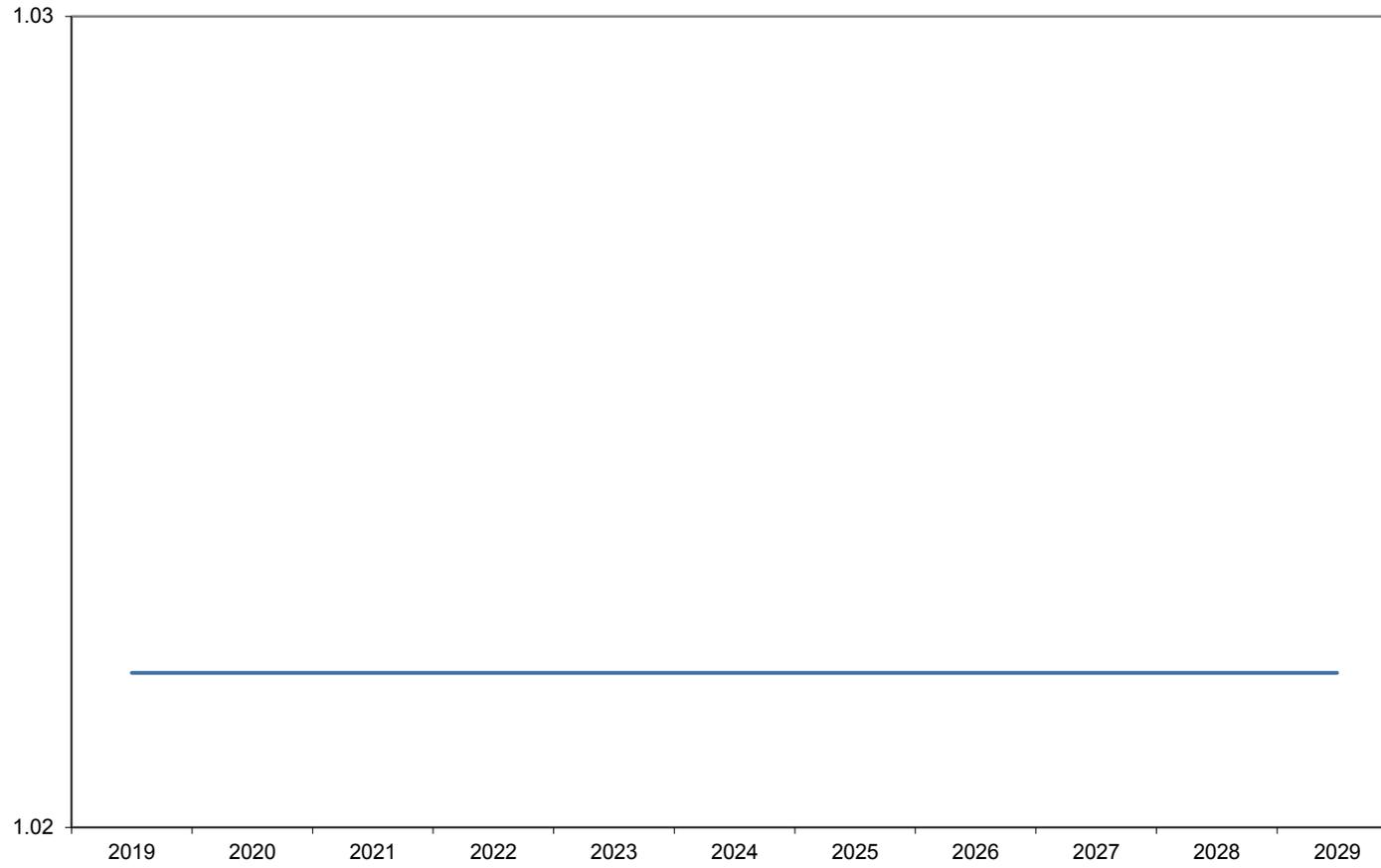
## Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage - General Fund



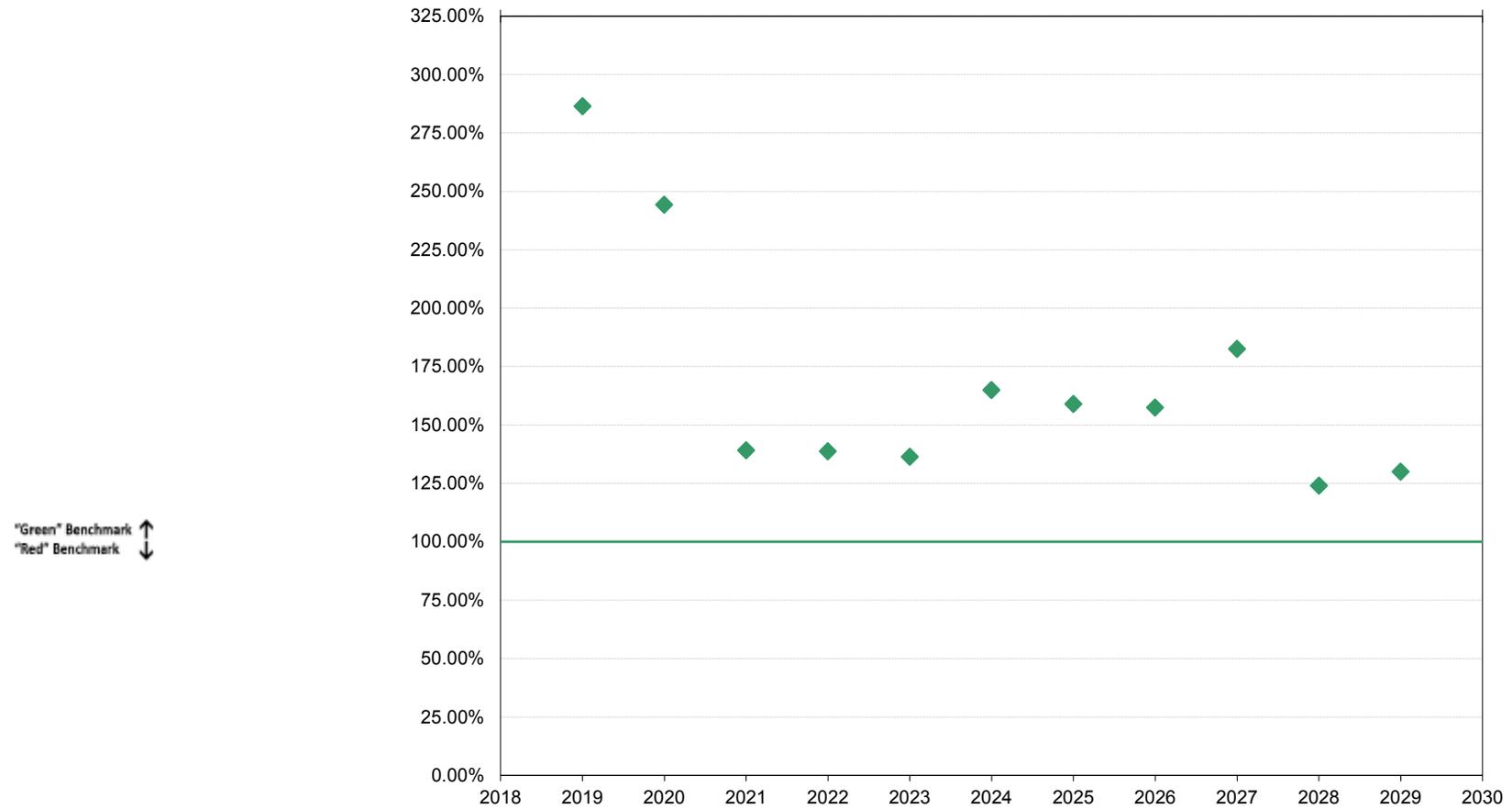
### Cash Expense Cover Ratio - General Fund



### Asset Maintenance Ratio - General Fund



## Building & Infrastructure Renewal Ratio - General Fund







# Part 2B: Workforce Management Plan

## Message from the Chief Executive Officer

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, service 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  
CEO





## 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.

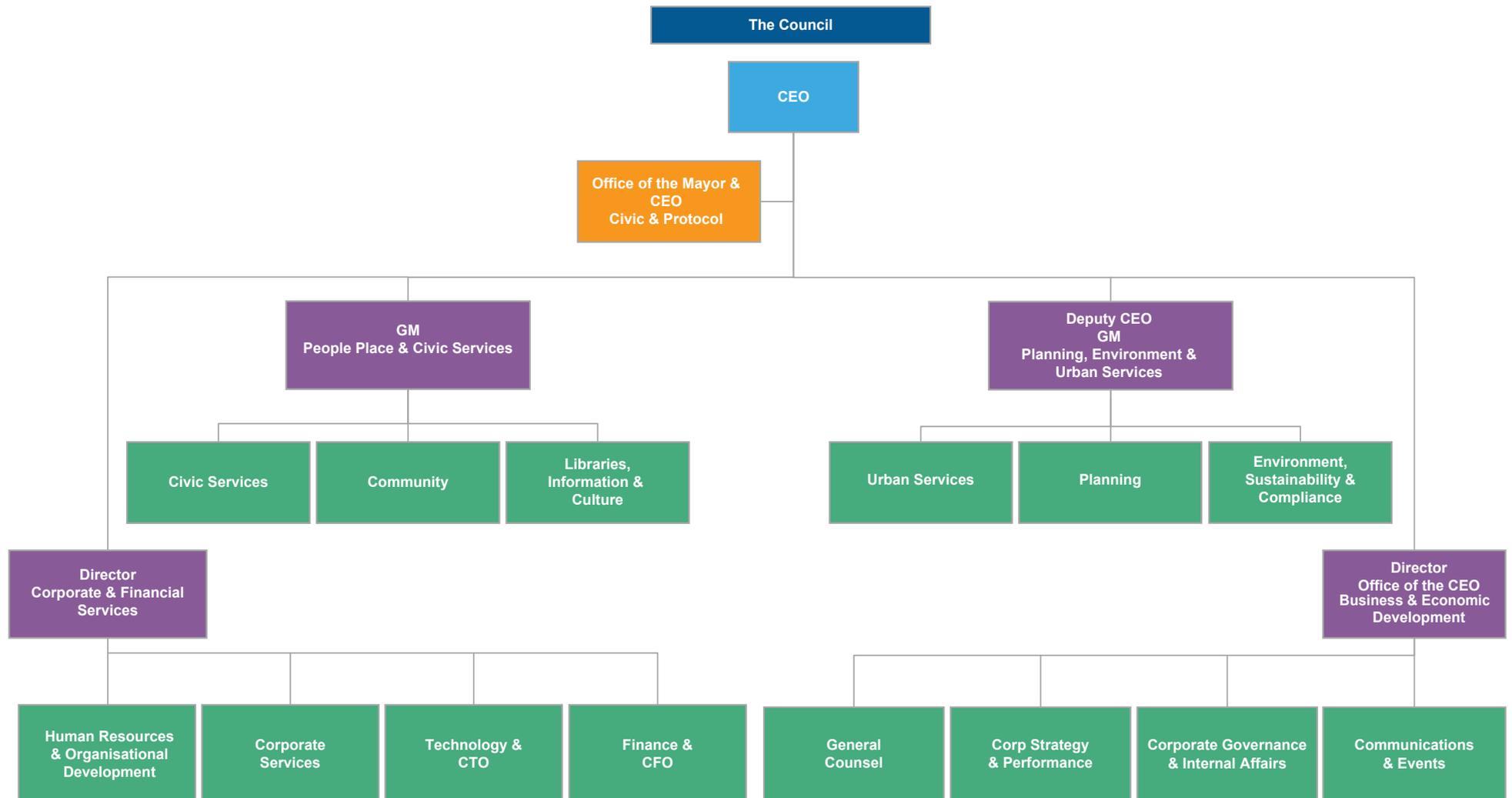
The Resourcing Strategy supports and enables the four year Delivery Program and the one year Operational Plan for Council.

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 2019

## 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:

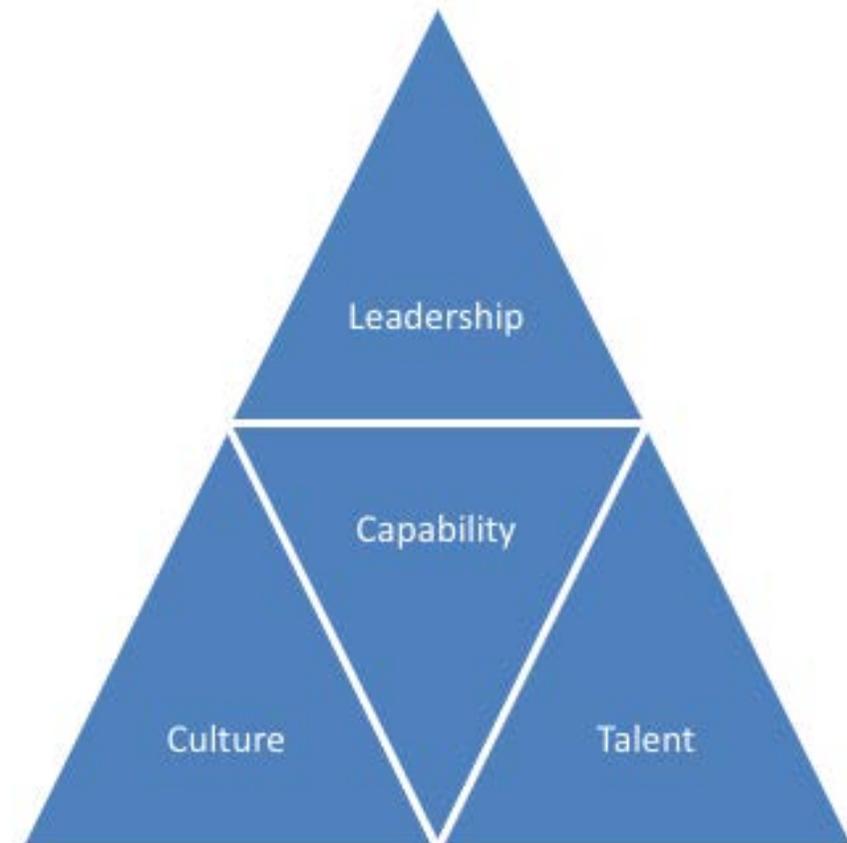
- Leadership and employee skill gaps
- Attraction and retention of skilled leaders and employees
- An ageing workforce
- Limited representation of female employees within Council
- Silo culture

## 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

Having skilled individuals at all levels of the organisation is critical in creating and sustaining a high performance workforce.

Key Improvement Area	Priority	Strategy	Measurement
Talent	<ul style="list-style-type: none"> <li>Recruitment and Selection</li> </ul>	<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 2020 and by an additional 5% (to 13.93%) by June 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Skill Shortages</li> </ul>	<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>
	<ul style="list-style-type: none"> <li>Talent Management and Succession Planning</li> </ul>	<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 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Employee Value Proposition</li> </ul>	<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>
	<ul style="list-style-type: none"> <li>Diversity and Inclusion</li> </ul>	<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	<ul style="list-style-type: none"> <li>Examine Council's SWOT, identify organisational capabilities required and implement HR, leadership and organisational practices aligned to Council's CSP</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in all key HR metrics year on year</li> </ul>
	• Competencies	<ul style="list-style-type: none"> <li>Review Competencies for each role</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in all key HR metrics year on year</li> </ul>
	• Induction and Onboarding	<ul style="list-style-type: none"> <li>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</li> <li>Implement Compliance Training Program</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from focus groups is positive across all milestones of Council's Induction and Onboarding processes and is sustained</li> </ul>
	• Employee Development	<ul style="list-style-type: none"> <li>Implement Employee Development Program</li> <li>Create IDPs</li> </ul>	<ul style="list-style-type: none"> <li>Reduce total turnover rate by 5% (from 23.93% to 18.93%) by June 2020 and by an additional 5% (to 13.93%) by June 2021</li> <li>Climate Survey Learning and Development category favourable scores % to increase by up to 5% year on year</li> </ul>
	• Performance Management	<ul style="list-style-type: none"> <li>Review and enhance Council's performance management process and system</li> <li>Clarify performance objectives focusing on right outcomes, provide honest feedback, introduce regular 1-1s and WIPs</li> <li>Facilitate employee performance reviews</li> <li>Implement new performance management process in July 2018</li> </ul>	<ul style="list-style-type: none"> <li>End of financial year performance review completed by end of June 2020</li> <li>New performance management process implemented by September 2020</li> <li>Climate Survey Performance Appraisal category favourable score % to increase by 5% year on year</li> </ul>
	• Reward and Recognition	<ul style="list-style-type: none"> <li>Introduce informal recognition initiatives</li> <li>Enhance Employee Service Awards</li> </ul>	<ul style="list-style-type: none"> <li>Climate Survey Rewards and Recognition category favourable score % to increase by 5% year on year</li> </ul>
	• Managing Council's ageing workforce - Transition to Retirement (TTR)	<ul style="list-style-type: none"> <li>Promote TTRs</li> <li>Adapt flexible working arrangements to cater for TTR</li> <li>Ensure knowledge is shared by TTR employees with less experienced employees</li> </ul>	<ul style="list-style-type: none"> <li>Climate Survey Learning and Development category favourable score % to increase by 5% year on year</li> </ul>

## 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	<ul style="list-style-type: none"> <li>• 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</li> </ul>	• Climate Survey Involvement category favourable score % to increase by 5% year on year
	• Employee Relations	<ul style="list-style-type: none"> <li>• Develop, implement and maintain an Employee Relations strategy to enable a positive work environment, increase communication with employees and reduce employee grievances</li> </ul>	• Climate Survey Leadership and Involvement categories favourable scores % to increase by 5% year on year
	• Reward & Recognition	<ul style="list-style-type: none"> <li>• Review salary structure and adopt a salary restructure that reflects the value of the jobs and ensures fair compensation.</li> </ul>	• Climate Survey Rewards and Recognition category favourable scores % to increase by 5% year on year
	• Values	<ul style="list-style-type: none"> <li>• Introduce a Values Award – Double reward for targeted values (e.g. Teamwork across sections)</li> </ul>	• 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
- '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 i.e. 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.*

## 2.0 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, 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.
  - 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.
- 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 Chief Executive Officer and/or authorised officers are responsible for 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

## 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 '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
- 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 Chief Executive Officer 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.

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

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.

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

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

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 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 a 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	✓		✓	✓
		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	Roads	Drainage	Buildings	Parks	
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	
	4.2 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	4.3.1 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 asset is 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.





Strathfield  
REALTY



SP PROJECTS

SOLD BY STRATHFIELD PARTNERS  
ANOTHER RECORD SALE



SP  
Auction 2000 Property at  
1200m<sup>2</sup> - 15m<sup>2</sup> Office + Retail  
Fully Serviced with 1000m<sup>2</sup>  
Retail + 1000m<sup>2</sup> + 1000m<sup>2</sup>

SP SALES

FOR LEASE  
Modern Office  
1200m<sup>2</sup> - 15m<sup>2</sup>

SP RENTAL

28-40 D408

COMMERCIAL

FOR LEASE

ONLY

BARBER & PROFESSIONAL SERVICES  
THROUGH STRATHFIELD PLAZA

WeatherCare



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	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
<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 NEIGHBOURHOODS</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. 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.

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	60,200	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

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 indicates 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%). There is generally declining numbers of persons aged 65 years and over against Greater Sydney and Inner West region averages. The 'de-ageing' of the population is due to a range of factors including increased numbers of medium to high density unit developments 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.

#### 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 LIFE CYCLE 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>	<b>Condition Rating</b>	<b>Surface</b>	<b>Pavement</b>	<b>K&amp;G</b>	<b>Bridges</b>
	Excellent	35%	35%	30%	40%
	Good	29%	29%	20%	30%
	Average	25%	25%	30%	25%
	Poor	10%	10%	15%	5%
	Very poor	1%	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>	<b>Condition Rating</b>	<b>Pipes</b>	<b>Pits</b>	<b>Culverts</b>	<b>Channels</b>
	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% stilts 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 Councils 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 Sergon 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>Councils 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									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	4,552,000	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	2,463,000
Drainage	72,000	403,752	411,020	418,418	425,949	433,617	441,422	449,367	457,456	465,690	474,072	486,000
Parks, Open Space	3,427,000	911,081	927,481	944,176	961,171	978,472	996,084	1,014,014	1,032,266	1,050,847	1,069,762	1,098,000
Buildings	2,508,000	724,397	737,436	750,710	764,222	777,978	791,982	806,238	820,750	835,523	850,563	873,000
<b>TOTAL</b>	<b>10,559,000</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>	<b>4,920,000</b>

TABLE 7.3 - ASSET RENEWAL EXPENDITURE

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	5,735,000	5,763,000	6,604,000	4,182,000	4,372,000	4,562,000	6,503,000	7,042,000	7,930,000	8,415,000	8,850,000	4,272,000
Drainage	86,000	1,137,000	700,000	161,000	165,000	169,000	450,000	450,000	507,000	507,000	600,000	165,000
Parks, Open Space	8,972,000	1,250,000	2,000,000	400,000	400,000	200,000	1,022,000	1,329,000	1,497,000	1,958,000	1,590,000	2,150,000
Buildings	1,268,000	3,139,000	3,038,000	1,902,000	2,505,000	2,508,000	1,744,000	2,810,000	3,166,000	4,174,000	4,855,000	2,332,000
<b>TOTAL</b>	<b>16,061,000</b>	<b>11,289,000</b>	<b>12,342,000</b>	<b>6,645,00</b>	<b>7,442,000</b>	<b>7,439,000</b>	<b>9,719,000</b>	<b>11,631,000</b>	<b>13,100,000</b>	<b>15,054,000</b>	<b>15,895,000</b>	<b>8,919,000</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 Councils 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 2019/20 to 2028/29. 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**

	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Roads, Bridges, Footpaths Other	413,000	-	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space	3,362,000	-	-	-	-	200,000	143,347	-	-	-	559,248	-
Buildings	776,000	1,346,625	-	500,000	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>4,551,000</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>	<b>-</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

	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads, Bridges, Footpaths Other	4,983,000	5,763,400	6,604,000	4,182,000	4,372,000	4,562,000	6,503,000	7,042,000	7,930,000	8,415,000	8,850,000	4,272,000
Drainage	72,000	1,137,193	700,000	161,000	165,000	169,000	450,000	450,000	507,000	507,000	600,000	165,000
Parks, Open Space	6,789,000	1,250,000	2,000,000	400,000	400,000	400,000	1,165,000	1,329,000	1,497,000	1,958,000	2,149,000	2,150,000
Buildings	3,284,000	4,485,789	3,038,000	2,402,000	2,505,000	2,508,000	1,744,000	2,810,000	3,166,000	4,174,000	4,855,000	2,332,000
<b>TOTAL</b>	<b>15,128,000</b>	<b>12,636,382</b>	<b>12,342,000</b>	<b>7,145,000</b>	<b>7,442,000</b>	<b>7,639,000</b>	<b>9,862,000</b>	<b>11,631,000</b>	<b>13,100,000</b>	<b>15,054,000</b>	<b>16,454,000</b>	<b>8,919,000</b>

Table 7.5 - Total asset expenditure prediction - highlights the total asset expenditure for the period 2017/18 to 2028/29.

## 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 was completed 30 June 2018.

All the footpaths have been assessed in 2017 and all condition rated 4/5 are being fixed.

All the parks are 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 programs 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 life cycle of the asset.

Life cycle management aims to develop decision support information, to model future asset maintenance and rehabilitation requirements and compare these predictions with historical expenditure trends.

The life cycle 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 Council's 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 life cycle 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 life cycle costing/planning	3
Review asset management policy	3



# Appendix A – Self Assessment Checklist

Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
<b>Asset Management Planning (AM)</b>						
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.
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 Council's operations and outlines risk management strategies for these assets	EE – 2.13	✓				Critical assets have been identified in the asset management strategy.
AM strategy identifies assets critical to Council's operations and outlines risk management strategies for these assets	EE – 2.14	✓				Asset management improvement plan is included as part of this strategy.
AM strategy identifies assets critical to Council's operations and outlines risk 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 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.

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.

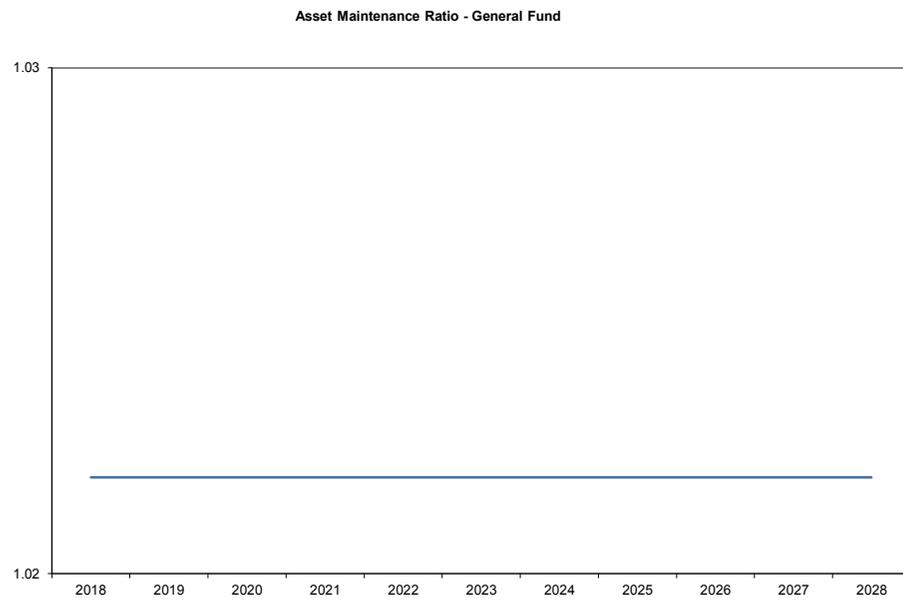
The current overarching report on infrastructure assets is best described by the indicators that present themselves from the actions that Council is Taking (source special schedule 7 year ended 30 June 2017):

- 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 ratio 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 ratio 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.

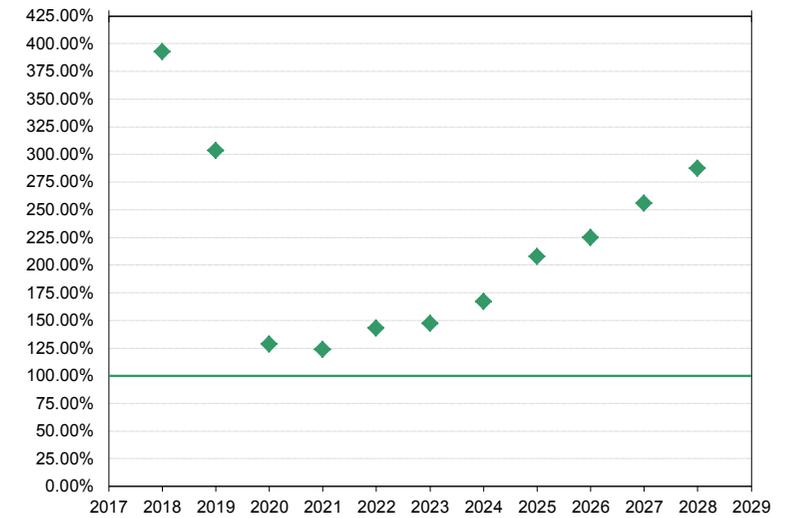
## 1.2 ESTIMATED FUTURE ASSET MAINTENANCE AND RENEWAL

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 ↓

## Building & Infrastructure Renewal Ratio - General Fund



### 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 the scope of the repairs and reconstruction 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 limited 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 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 Southend 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 Sergon 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. Councils 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. 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. 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	✓	✓	✓	✓
	2.2 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	✓	✓	✓	✓
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	Roads	Drainage	Parks	Building
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 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
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	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
<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 NEIGHBOURHOODS</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	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
<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 NEIGHBOURHOODS</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	✓	✓	✓	✓	✓

### 4.3 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	✓	✓	✓	✓	✓
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	✓	✓	✓	✓	✓

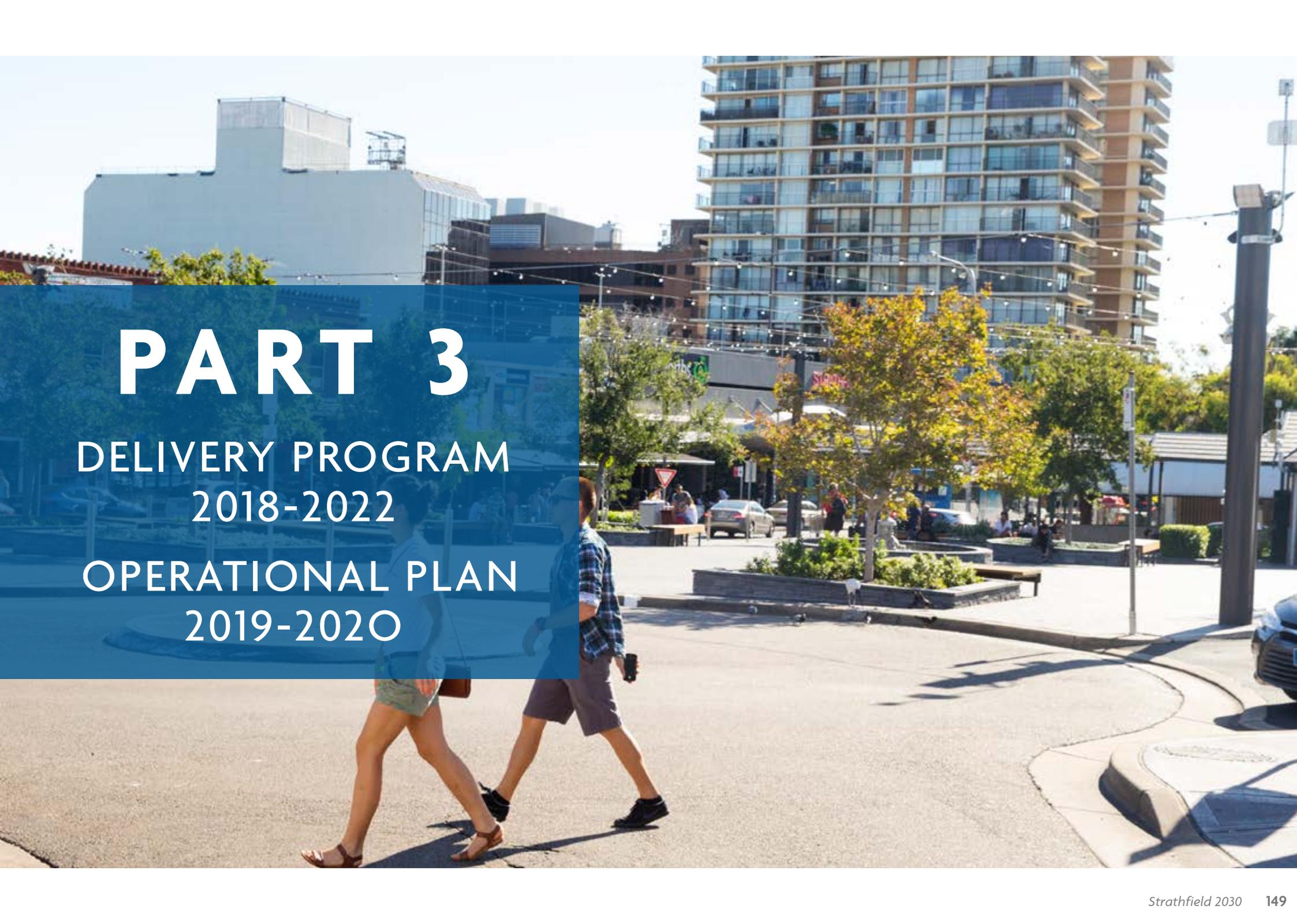
Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 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	✓	✓	✓	✓	✓

#### 4.4 BUILDINGS – 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	✓	✓	✓	✓	✓

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
	4.2 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	✓	✓	✓	✓	✓





# PART 3

DELIVERY PROGRAM  
2018-2022

OPERATIONAL PLAN  
2019-2020



# Section 1: Introduction

Thank you for taking the time to read through Strathfield Council's Delivery Program for 2018-2022 and its Operational Plan for 2019-2020.

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 2019-2020 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 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 2019-2020. These include:

- Implementation of 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:
  - Transformation of Hudson Park Golf Course into a District Park with a new golf driving range
  - Transformation of open space and recreation facilities along Powells Creek Homebush
  - Development of a new and innovative linear park at Crane St/Loftus Lane Homebush
  - Design and implementation of an upgrade to facilities at the Strathfield Library
  - Implementation of improvements to the Homebush and Homebush West Town Centres
  - Completion of the construction of the Melville Reserve Community Facility at Homebush West
- Management of the new Community Connector Bus Service to provide access across the Strathfield Council area to major transport, shops and facilities
- Enforcement of parking and traffic controls across the Strathfield Council area
- Investment in renewals, maintenance and upgrades of road, drainage, building, bridge, park and footpath infrastructure
- Delivery of community and library services, events, facilities and programs for local residents including children, youth, aged, people with special needs and the general community.
- Continued operations of Council's works areas, parks and gardens, compliance activities, town planning/development approval, natural resource management/environmental initiatives and waste collection services.
- Delivery of services including governance, human resources, communications, customer services, records management, finance and information technology infrastructure.





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# Councillors

Strathfield's Councillors were elected in September 2017. The Mayor and Deputy Mayor, Cr Gulian Vaccari and Cr Matthew Blackmore, 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 MATTHEW BLACKMORE**  
Deputy Mayor of Strathfield

**T:** 0428 952 095

**E:** [cr.blackmore@strathfield.nsw.gov.au](mailto:cr.blackmore@strathfield.nsw.gov.au)



**CR NELLA HALL**

**T:** 0428 307 097

**E:** [cr.hall@strathfield.nsw.gov.au](mailto:cr.hall@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.

- **Teamwork**

- I am constructive
- I contribute positively to the team and the organisation
- I provide good customer service to other teams, in a timely fashion

- **Integrity**

- I communicate in an open and genuine manner
- I do what I say
- I treat everyone equally, with fairness and respect

- **Accountability**

- I will deliver / do what I say I will
- I take responsibility for the part I play in this organisation
- I am clear and transparent in all that I do

- **Wellbeing and Safety**

- I will ensure that everyone gets home at night, safely
- I raise safety concerns immediately
- I ask 'are you ok' if I notice that someone might be struggling



FOR THE YEARS CONDEMN  
ALL THE GOLFERS

# 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

The Strathfield Council area 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. The Strathfield Council area 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 2017, the estimated residential population (ERP) of Strathfield was 43,585. 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).

The Strathfield Council area 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

The Strathfield Council area 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 Council'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 Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

The Council area 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-Economic Profile

Strathfield LGA ranks in the top 20% of least disadvantaged areas in Australia with a Socio-Economic Index of Disadvantage and Advantage rating of 1063.

This index summaries information about the economic and social conditions of people and households within Council areas, including both relative advantage and disadvantage measures.

## Strathfield's Economy

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

The estimated Gross Regional Product (GRP) of Strathfield Council 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 Council area 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 the Strathfield Council area 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 for the electorate of Reid, Craig Laundy MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Australian 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 (Australian 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 (including parts of Strathfield South, Belfield and Greenacre) 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 Chief Executive Officer 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 first 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.

# Section 2: Delivery Program and Operational Plan

## 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 2019-2020

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 will we 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.





GOLDEN  
THE LINKS  
THAT BIND OUR  
FAR-FLUNG  
EMPIRE  
  
1914 · 1918

1914-1918

1914-1918

THE UNIVERSITY OF THE SOUTH ALABAMA  
SCHOOL OF ARCHITECTURE  
1914-1918



# 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 2019-2020	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 Government Agencies concerning planning for major and regional infrastructure and services	Development Environment & Urban Services	
		Prepare short to long term infrastructure and asset strategies to support needs of growing community.	Review and update local infrastructure, assets strategies and plans		
			Review Developer Contribution Plans with the Local Environmental Plan (LEP) review		
	Deliver infrastructure and assets to meet community needs.	Plan and deliver infrastructure and assets to meet needs of growing population.	Implement maintenance and inspection programs for Council managed public infrastructure		People, Place and Civic Services
			Implement works plans for roads, footpaths, bridges, drainage, kerbs and gutters in accordance with 2019-2020 program		
			Implement works plans for buildings in accordance with 2019-2020 program		
			Implement works plans for parks in accordance with 2019-2020 program		
			Implement parks maintenance and minor upgrades		

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	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 the Hudson Park District Park transformation	People, Place and Civic Services
			Investigate feasibility of a Leisure Centre in the Strathfield LGA	Development Environment & Urban Services
			Develop and implement new linear park in Homebush	
			Implement Powells Creek foreshore transformation project	People, Place and Civic Services
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 NSW Government concerning transport planning and service delivery	Development Environment & Urban Services
		Maintain and embellish regionally connected cycleways.	Maintain and upgrade cycle and pedestrian pathways along Cooks and Powells Creeks	
	Connect and provide local transport networks within the Strathfield LGA.	Plan and implement integrated and connected public and private transport networks in Strathfield LGA.	Operate Strathfield Community Connector Bus service	
			Review and implement the priority actions of Active Transport Plan	

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	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.	Review parking strategies to improve traffic movement and parking accessibility for local residents	Development Environment & Urban Services
			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	
			Develop a strategy to provide extended time digital parking permits to residents of Strathfield LGA	
		Plan and implement programs to improve road safety.	Review additional areas and manage the Residential Parking Scheme Program	
			Prepare and deliver the annual roads safety program	
			Audit traffic signs and road markings and implement roads maintenance program	

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	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.	Prepare Smart City strategy for Strathfield LGA and implement projects to improve quality of life, access and delivery across a wide range of Council services	People, Place and Civic Services
			Maintain and promote public internet access in town centres, library and community facilities	Corporate Services
			Implement upgrades to Council's corporate systems to improve organisational efficiencies and capacity	
		Provide informative, accurate and timely communications.	Provide regular updates to the community on actions, proposals and decisions affecting the local community	Office of CEO
			Maintain, monitor and issue Council's communications including print, website, social media ensuring information is available and up-to-date	





# 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, healthy and active community and safe and accessible places. The key goals that are seen as important to achieving the aspiration of a 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 2019-2020	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	People, Place and Civic Services	
			Program and facilitate bookings at Council's community centre facilities to maximise program and service availability for children, youth, CALD groups, the aged and people with special needs. Offerings to include leisure, learning and lifestyle programs		
			Prepare a neighbourhood engagement program and implement three high priority programs per year		
	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		
			Coordinate Community Access Committee and implement actions from access audits and Community Access Plan		
			Review and update Community Access Plan to align with legislative requirements		
			Support an age friendly community to facilitate social connections, healthy and independent lives for older residents.		Prepare plans and facilitate programs for older residents
					Review usage of the Dutton Centre and Bates Street Community Centre and ensure programming and usage rates are increased and diversified

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	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.	Facilitate programs and partnerships to support CALD community and referral services for new settlers	People, Place and Civic Services	
			Coordinate and facilitate understanding of English language and awareness of Australian and local civic and customs		
		Facilitate programs and services for children and their families.	Plan and facilitate delivery of programs that support 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		
	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			
	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		Office of CEO
			Coordinate participation and activities for a Strathfield community choir		People, Place and Civic Services
		Provide financial assistance and incentives for local community programs and events	Review, promote and administer local community grants		

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	Responsibility	
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	People, Place and Civic Services	
		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		
			Monitor and maintain parks, amenities and recreational facilities to a high standard		
			Provide and maintain safe and age appropriate playgrounds and recreation facilities		
	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		Development Environment & Urban Services
			Promote and support participation in Community Gardens programs		
			Work with partners to facilitate learning programs and health and wellbeing services		

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	Responsibility
2.3 Safe and Accessible Places	Work with key stakeholders to address community safety issues.	Liaise with key stakeholders and implement community safety programs e.g. police.	Meet with Police and participate in local and regional meetings concerned with community safety	People, Place and Civic Services
			Support police and community safety education campaigns	
			Facilitate services that address domestic violence initiatives	
	Plan and deliver community safety strategies and actions.	Implement actions prioritised from Strathfield Community Safety Plan 2016-2020		
		Review existing plan and prepare new Community Safety Plan		
	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	
			Review street and park lighting and action changes as required	Development Environment & Urban Services
			Manage effective tree pruning programs in streets and public areas	People, Place and Civic Services
			Respond and address anti-social behaviours, graffiti, vandalism and illegal waste dumping	Development Environment & Urban Services
	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.	





# 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, maintaining the image 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 2019-2020	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.	Implement upgrades of the Homebush and Homebush West shopping centre	Development Environment & Urban Services
			Develop feasibility plan for redevelopment of Homebush West carpark and plaza	
			Develop plans for upgrading Strathfield Town Centre and integrating transport services	
			Investigate feasibility of public toilet facilities in town centres	
			Review parking facilities in Town and village centres to improve access and availability	
			Ensure cleanliness and safety of Town and village centres	
			Manage and monitor footpath trading and promote alfresco dining in town centres	
	Develop and implement place promotion strategies.	Develop and manage Strathfield place promotion.	Develop strategies that promote Strathfield LGA	Office of CEO
			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.	
			Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season	

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	Responsibility
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 inspections of food businesses and achieve 80% of 3 stars and above Food Safety 'Scores on Doors' program	Development Environment & Urban Services
			Implement Business Compliance and Monitoring Program	
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.	Redesign and upgrade interior of the Main Library	People, Place and Civic Services
			Review future needs of Strathfield's library services in light of new development and population projections for the future	
			Provide library and information services, including loans, reference services, target group collections, inter-library and digital resources	
			Design and deliver programs that facilitate and promote community learning for all ages including children, youth, adults and seniors	
		Facilitate and deliver programs to embrace and celebrate culture.	Develop programs promoting cultural, artistic, and historical and life long learning programs and/or displays	
			Coordinate and present displays and exhibitions of relevance and interest to the Strathfield LGA	

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	Responsibility
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	Office of CEO
		Facilitate events to connect and strengthen the community.	Facilitate and promote events that provide a range of opportunities for community participation	



# 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 2019-2020	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 heritage listings and update heritage requirements of the DCP	Development Environment & Urban Services	
			As part of LEP review and preparation, undertake Land Use Review and Study including but not limited to review of conflicts arising from zoning		
		Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA.	Review and prepare new Local Environmental Plan (LEP) and Development Control Plans (DCP) for completion by 2021		
	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		Development Environment & Urban Services
			Assess and determine development applications		
			Prepare agendas and support planning panels.		
	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		Development Environment & Urban Services
			Work with State Agencies and advocate to NSW Government for programs to support housing affordability		

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	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	Development Environment & Urban Services
			Prepare and implement programs in accordance with Waste Management Plan	
			Manage street sweeping programs	
	Maintain and enforce clean public areas and health standards.	Review and deliver public health and pollution control programs.	Investigate and monitor pollution events and take action on compliance breaches of the POEO Act 1997	
			Investigate complaints and/or breaches of permits	
			Deliver responsible animal management programs	
			Maintain high standards of public domain maintenance.	

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	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.	As part of LEP review, prepare Strathfield Biodiversity and Conservation Strategy to improve the resilience of Strathfield's ecosystems	Development Environment & Urban Services
			Review and update Strathfield's Tree Management Strategies and Significant Tree Register	People, Place and Civic Services
			Maintain and undertake restoration and/or naturalisation at Mason Park Wetlands and Cox's Creek with Sydney Water	Development Environment & Urban Services
			Implement 'Greening Strathfield' strategy	People, Place and Civic Services
			Review and monitor tree canopy coverage and hotspots in Strathfield LGA	
	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.	Development Environment & Urban Services	
		Address rubbish dumping in Cooks River in accordance with Waste Strategy		
		Promote and manage National Tree Day, volunteers and Bushcare programs to align with Council's biodiversity and conservation strategies		
	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	
	Encourage sustainability and resource efficiency.	Develop and implement energy savings and resource efficiency programs.	Implement water and energy savings efficiencies in Council facilities	



# 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 2019-2020	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.	Coordinate and prepare strategies including managing community panel and undertaking community engagement and consultation for major projects and proposals	Office of CEO
			Make representations on issues of relevance to Strathfield LGA where required	
	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 & Financial Services
			Publish and Council business paper and issue minutes within required timeframes	
			Facilitate and support Council advisory committees	
		Provide support to Councillors in order to perform and meet their responsibilities.	Develop, implement and report annually on Councillor's Learning and Development program.	
			Provide timely and accurate information and briefings or workshops to Councillors on current issues	
			Maintain and provide access to registers of pecuniary interests, voting, conflicts of interest and meeting attendance.	

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2019-2020	Responsibility
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	Office of CEO
			Regularly survey, monitor and report on Council's 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	Corporate & Financial Services
	Promote organisational culture of safety, best practice and continuous quality improvement.	Implement practices that promote safety and quality service outcomes.	Design and implement Enterprise Risk and Internal Audit and business continuity plans.	
			Implement Work, Health and Safety programs to ensure compliance with statutory requirements	
	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	
			Manage Council's property and business undertakings	
	Deliver efficient and effective Council services to the community.	Provide community focused customer services, complaints management and access to information.	Provide accountable procurement systems in accordance with statutory requirements.	Corporate & Financial Services
			Provide customer services in a professional and timely manner	
			Monitor and manage Council's complaint management processes in accordance with policy requirements.	
Provide access to information requests within timeframes				
		Maintain effective records and information management system	Corporate & Financial Services	

## Infrastructure Capital Works Program 2019-2020

### CAPITAL WORKS – CIVIC SERVICES

#### Project

Hudson Park – transformation from Golf Course to a District Park  
 Upgrade Hudson Park Driving Range  
 Melville Community Hall – new building  
 Priority open space projects including pocket parks, road reserve upgrades and Sydney Water lands reverting to open space  
 Bark Huts Reserve upgrade  
 Cooke Park upgrade  
 Loftus Linear Park  
 Main Library – Internal upgrade and refit  
 Powell's Creek Linear Park provisions of open space, playground, picnic areas, pathways and other amenities.  
 Strathfield Park synthetic sportsfield and amenities  
 Henley Road Homebush West  
 Progress Ford site open space development

### ROAD RE-SHEETING PROGRAM

#### Roads

#### 2019-2020 Scheduling

Roads	2019-2020 Scheduling
Cotswold Road from Albyn Road to Llandilo Avenue, Strathfield	September 2019
Cutbush Avenue from Chisholm Street to The End, Belfield	December 2019
Firth Avenue from Newton Road to Ada Avenue, Strathfield	March 2020
Fraser Street from Badgery Avenue to Arthur Street, Strathfield	June 2020
Gregory Street from Junction Street to the End, Strathfield South	September 2019
Henley Road from Tavistock Road to Arthur Street, Homebush West	December 2019
High Street from Telopea Avenue to Homebush Road, Strathfield	March 2020
Hudson Street from Dalton Lane to The end, Homebush	June 2020
Ismay Avenue from Allen Street to The end, Homebush	September 2019
John Street from St Annes Square to Gregory Street, Strathfield South	December 2019
Junction Street from Gregory Street to Dean Street, Strathfield South	March 2020
Mitchell Road from Arthur Street to Shortland Avenue, Strathfield South	June 2020
Myrna Road from Newton to Yarrowee Road, Strathfield	September 2019
Newton Road from frith Avenue to South Street, Strathfield	December 2019
Nichol Parade from Carrington Avenue to Torrington Road, Strathfield	March 2020
Powell Street from Underwood Road to Park Road, Homebush	June 2020
Prentice Lane from The end to Hume Highway, Strathfield	September 2019
Short Street West from Park Road to The end, Homebush	December 2019
Simone Crescent from Broughton Road to The end, Strathfield	March 2020
South Street from Barker Road to Newton Road, Strathfield	June 2020
The Causeway from Maria Street to Water Street, Strathfield South	September 2019
Torrington Road from Nichol Parade to Parsons Avenue, Strathfield	December 2019
Verona Street from The End to Rickard Road, Strathfield	March 2020
Woodward Avenue from The Boulevard to Parsons Avenue, Strathfield	June 2020
Belleverde Avenue from Amaroo Avenue to Rickard Road, Strathfield	December 2019
Hill Street from Coronation Parade to Coronation Parade, Strathfield South	March 2020

## DRAINAGE PROGRAM

<b>Drainage</b>	<b>2019-2020 Scheduling</b>
Ford Park drainage works	March 2020
Highgate Street and Homebush Road intersection	December 2019
William Street, Strathfield Drainage improvement works	August 2019

## KERB AND GUTTER

<b>Kerb and Gutter</b>	<b>2019-2020 Scheduling</b>
Cotswold Road from Albyn Road to Llandilo Avenue, Strathfield	September 2019
Cutbush Avenue from Chisholm Street to The End, Belfield	December 2019
Firth Avenue from Newton Road to Ada Avenue, Strathfield	March 2020
Fraser Street from Badgery Avenue to Arthur Street, Strathfield	June 2020
Gregory Street from Junction Street to the End, Strathfield South	September 2019
Henley Road from Tavistock Road to Arthur Street, Homebush West	December 2019
High Street from Telopea Avenue to Homebush Road, Strathfield	March 2020
Hudson Street from Dalton Lane to The end, Homebush	June 2020
Ismay Avenue from Allen Street to The end, Homebush	September 2019
John Street from St Annes Square to Gregory Street, Strathfield South	December 2019
Junction Street from Gregory Street to Dean Street, Strathfield South	March 2020
Mitchell Road from Arthur Street to Shortland Avenue, Strathfield South	June 2020
Myrna Road from Newton to Yarrowee Road, Strathfield	September 2019
Newton Road from Frith Avenue to South Street, Strathfield	December 2019
Nichol Parade from Carrington Avenue to Torrington Road, Strathfield	March 2020
Powell Street from Underwood Road to Park Road, Homebush	June 2020
Prentice Lane from The end to Hume Highway, Strathfield	September 2019
Short Street West from Park Road to The end, Homebush	December 2019
Simone Crescent from Broughton Road to The end, Strathfield	March 2020
South Street from Barker Road to Newton Road, Strathfield	June 2020
The Causeway from Maria Street to Water Street, Strathfield South	September 2019
Torrington Road from Nichol Parade to Parsons Avenue, Strathfield	December 2019
Verona Street from The End to Rickard Road, Strathfield	March 2020
Woodward Avenue from The Boulevard to Parsons Avenue, Strathfield	June 2020
Belleverde Avenue from Amaroo Avenue to Rickard Road, Strathfield	December 2019
Hill Street from Coronation Parade to Coronation Parade, Strathfield South	March 2019

## FOOTPATH PROGRAM

### Footpath

### 2019-2020 Scheduling

Agnes Street from Kingsland Road to Cotswold Road, Strathfield	September 2019
Parks Road from Derowie Avenue to Kanoon Avenue, Homebush	December 2019
Wentworth Road South from Pomeroy Street to Cartwright Avenue, Homebush	March 2020
Madeline Street from Birriwa Avenue to 110 Madeline Street, Belfield	June 2020
Howard Street from Barker Road to The Close, Strathfield	September 2019
Bede Street Anselm Street to Liverpool Road, Strathfield South	December 2019
Ada Avenue from Wilson Street to Myrna Road, Strathfield	March 2020
Victory Avenue from Elliott street to Punchbowl Road, Belfield	June 2020
Pemberton Street from Newton Road to Barker Road, Strathfield	September 2019
Kessell Avenue from Hampstead Road to The Crescent, Homebush	December 2019
Barker Road from Albyn Road to Torrington Road	March 2020
Vernon Street from Wallis Avenue and The end	June 2020
Albyn Road from Homebush Road to Parson Avenue, Strathfield	September 2019
Llandilo Avenue from Cotswold Road to Kingsland Road, Strathfield	December 2019
Kanoona Avenue from The end to Park Road, Homebush	March 2020
Meredith Street from The Crescent to Burlington Road, Homebush	June 2020
Beresford Road from Homebush Road to Rochester Street, Strathfield/Homebush	March 2020



HIGH  
STREET

COMMUNITY  
LIBRARY



ENTRY AT REAR

RESIDENTIAL AREA  
PLEASE ARRIVE & DEPART  
IN A QUIET & ORDERLY MANNER

# Section 3: Resourcing the Operational Plan 2019-2020

## 2019-2020 Budget

### INCOME

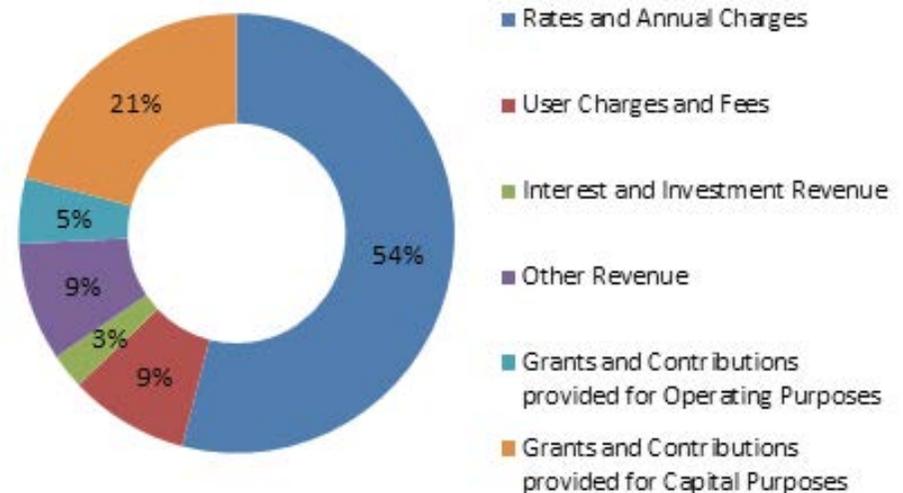
The 2019-2020 draft Cash Operating and Capital expenditures totals \$78.394 million, and includes capital expenditure spending of \$14.849 million. With total operating and capital income of \$78.394 million, the anticipated result is a balanced cash budget.

The Resource Strategy provides for a 2.7% 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 \$28.82 million. This represents 54.02% of Council's total projected income. User fees and charges and other revenue are \$4.73 million and \$19.80 million respectively.

INCOME	\$'000
Rates and Annual Charges	28,823
User Charges and Fees	4,730
Interest and Investment Revenue	1,390
Other Revenue	4,675
Grants and Contributions provided for Operating Purposes	2,555
Grants and Contributions provided for Capital Purposes	11,178
Proceed from Disposal of Assets	0
Transfers from Reserve	25,043
<b>TOTAL</b>	<b>78,394</b>

### Budgeted Income 2019-2020

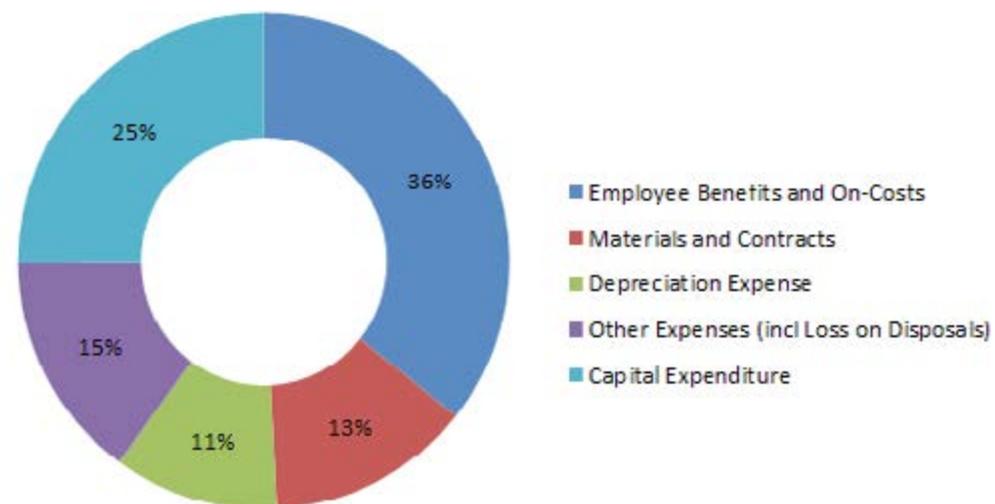


## EXPENSES

Council's total operating and capital expenditure is estimated at \$78.394 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.

<b>EXPENSES</b>	<b>\$'000</b>
Employee Benefits and On-Costs	21,297
Materials and Contracts	8,017
Depreciation Expense	6,487
Other Expenses	8,895
Capital Expenditure	14,949
Transfers to Reserve	18,750
<b>TOTAL</b>	<b>78,394</b>

### Budgeted Expense 2019-2020





## 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 \$14.949 million.

### 2019-2020 CAPITAL WORKS

Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
<b>Roads</b>				
Roads LATM Infrastructure	500	S94 Reserves	Renewal	Roads
Road Kerb & Gutter	132	S94 Reserves	Renewal	Roads
Road Re sheeting & Resealing	1,392	S94 Reserves & Operating Revenue	Renewal	Roads
<b>Total Road Works</b>	<b>2,024</b>			
<b>Bridges</b>				
Bridges & Other Structures	30	S94 Reserves	Renewal	Bridges
<b>Total Bridges Works</b>	<b>30</b>			
<b>Other Infrastructure</b>				
Villages Upgrades	800	S94 Reserves	Renewal	Other Infrastructure
Greater Sydney Commission funded works	3,150	Grant Funded	Renewal	Other Infrastructure
<b>Total Other Infrastructure Works</b>	<b>3,950</b>			
<b>Footpath</b>				
General Footpath Program	600	S94 Reserves	Renewal	Footpath
<b>Total Footpath Works</b>	<b>600</b>			
<b>Building</b>				
Administration, Town Hall & Depot Buildings	324	Operating Revenue	Renewal	Building
Central Library Upgrade	1775	S94 Reserves	Renewal	Building
<b>Total Building Works</b>	<b>2,099</b>			

<b>Description</b>	<b>Amount \$'000</b>	<b>Funding Type</b>	<b>New/ Renewal</b>	<b>Assets Type</b>
<b>Community Facilities</b>				
<b>Community Safety</b>	80	Operating Revenue	New	Plant & Equipment
Public Facilities & Amenities Upgrades	859	Grant Funded & Operating Revenue	Renewal	Building
<b>Total Community Facilities</b>	<b>939</b>			
<b>Open Space Assets and Land Improvements</b>				
Parks , Sport fields & Reserves Upgrades	2,000	S94 Reserves	Renewal	Open Space
<b>Total Park Asset Works</b>	<b>2,000</b>			
<b>Stormwater Drainage</b>				
Stormwater Drainage	700	Stormwater Levy	Renewal	Stormwater Drainage
<b>Total Stormwater Drainage Works</b>	<b>700</b>			
<b>Other</b>				
Information & Technology Hardware & Software	535	Internal Reserve & Operating Revenue	Renewal	Plant & Equipment
Plant & Equipment	1,958	Domestic Waste Services Reserve & Operating Revenue	Renewal	Plant & Equipment
Library Books	114	Operating Revenue	New	Books
<b>Total Other</b>	<b>2,607</b>			
<b>Total 2019-20 Capex</b>	<b>14,949</b>			

## 2019-2020 CAPITAL WORKS BUDGET SUMMARY

<b>Service</b>	<b>2019-20 (\$)</b>	<b>2020-21 (\$)</b>	<b>2021-22 (\$)</b>	<b>2022-23(\$)</b>
Office Equipment		25,000	25,600	26,200
Information & Technology	535,000	1,021,500	327,000	332,700
Planning & Strategy				
Building Facilities	324,000	502,500	605,100	607,700
Library	1,889,200	116,900	119,800	122,800
Parks & Reserves	2,000,000	400,000	400,000	400,000
Street Trees				
Sports Fields /Golf Course				
Community - Art				
Plant & Equipment	1,958,000	2,109,550	2,162,300	2,216,400
Roads LATM Infrastructure	500,000	500,000	500,000	500,000
Road Resheeting & Resealing	1,523,500	1,091,500	1,091,500	1,091,500
Bridges & Other Structures	3,180,000	790,000	980,000	1,170,000
Villages Upgrades	800,000	1,200,000	1,200,000	1,200,000
Footpath	600,000	600,000	600,000	600,000
Stormwater Drainage	700,000	161,100	165,100	169,100
Public Facilities & Amenities	858,965	1,900,000	1,900,000	1,900,000
Community Safety	80,000			
<b>Grand Total</b>	<b>14,948,665</b>	<b>10,418,050</b>	<b>10,076,400</b>	<b>10,336,400</b>
<b>Less: non infrastructure items</b>	<b>-2,607,000</b>	<b>-3,272,950</b>	<b>-2,634,700</b>	<b>-2,698,100</b>
<b>Net Infrastructure Expenditure</b>	<b>12,341,665</b>	<b>7,145,100</b>	<b>7,441,700</b>	<b>7,638,300</b>



## PROGRAM INCOME AND EXPENDITURE SUMMARY

	2019/2020	2020/2021	2021/2022	2022/2023
<b>Income</b>				
1 Social	6,704,162	4,187,190	4,256,825	4,328,145
2 Economic	14,208,941	11,616,899	11,807,280	12,001,920
3 Environment	12,794,384	13,664,851	13,989,286	14,322,060
4 Governance	44,686,077	46,186,266	46,885,495	48,451,141
<b>Total Income</b>	<b>78,393,564</b>	<b>75,655,206</b>	<b>76,938,886</b>	<b>79,103,266</b>
<b>Expenditure</b>				
1 Social	9,237,446	9,606,690	9,673,057	9,959,167
2 Economic	7,381,650	9,185,264	7,761,566	8,045,908
3 Environment	15,620,685	14,098,133	16,361,307	16,842,691
4 Governance	19,218,648	19,681,770	20,143,084	20,726,358
<b>Total Expenditure</b>	<b>51,458,429</b>	<b>52,571,856</b>	<b>53,939,014</b>	<b>55,574,124</b>
<b>Capital Expenditure</b>				
1 Social	4,570,183	1,969,400	2,074,900	2,080,500
2 Economic	10,139,813	7,448,323	7,707,185	7,967,770
3 Environment	1,020,266	1,218,623	1,228,470	1,238,145
4 Governance	11,204,874	12,447,005	11,989,318	12,242,727
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>26,935,135</b>	<b>23,083,350</b>	<b>22,999,873</b>	<b>23,529,142</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	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
		Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>							
Corporate Services & Governance	1	-1,206,572	-1,206,572	-1,126,984	-1,325,200	-1,184,200	-1,213,700
Planning & Strategy	2	-199,360	-229,360	-379,360	-338,300	-346,862	-355,500
Human Services & Facilities	4	-190,641	-216,518	-219,522	-61,200	-62,700	-64,200
Recreation & Culture	5	-2,012,127	-2,017,127	-1,708,239	-1,750,900	-1,794,300	-1,839,100
Environmental Services	6	-3,323,200	-3,323,200	-3,186,100	-3,265,900	-3,347,500	-3,431,000
Public Order & Safety	7	0	-33000	-30000	0	0	0
Urban & Infrastructural Services & LUS	8	-5,418,412	-5,823,637	-8,569,397	-5,555,700	-5,695,100	-5,837,500
Environmental & Community Amenities	9	-11,199,521	-11,199,521	-11,357,597	-11,641,400	-11,932,600	-12,231,100
General Purpose Revenues	10	-26,231,411	-26,231,411	-28,186,664	-28,927,250	-29,746,299	-30,604,186
Appropriations for Future Expenditure	11	-	0	-	-	-	-
<b>Total Income</b>		<b>-49,781,244</b>	<b>-50,280,346</b>	<b>-54,763,864</b>	<b>-52,865,850</b>	<b>-54,109,561</b>	<b>-55,576,286</b>
<b>CAPITAL INCOME</b>							
Corporate Services & Governance	1	0	-937,600	-200000	-510653	-147,876	-450,936
Planning & Strategy	2	-65,000	-65,000	-20,000	-20,600	-21,200	-21,800
Human Services & Facilities	4	-220,000	-380,000	-20,000	-400,000	-400,000	-400,000
Recreation & Culture	5	-4,351,825	-12,179,208	-3,775,200	-400,000	-400,000	-400,000
Environmental Services	6	-25,000	-25,000	0	0	0	0
Public Order & Safety	7	0	0	0	0	0	0
Urban & Infrastructural Services & LUS	8	-6,772,400	-9,580,736	-4,420,000	-4,724,900	-4,760,500	-4,797,000
Environmental & Community Amenities	9	-1,936,821	-3,951,321	-700,000	-2,000,000	-2,000,000	-2,000,000
General Purpose Revenues	10	-16,736,500	-16,736,500	-14,494,500	-14,733,203	-15,099,749	-15,457,244
Appropriations for Future Expenditure	11	0	0	0	0	0	0
<b>Total Capital Income</b>		<b>-30,107,546</b>	<b>-43,855,365</b>	<b>-23,629,700</b>	<b>-22,789,356</b>	<b>-22,829,325</b>	<b>-23,526,980</b>
			<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>

<b>Program Names</b>	<b>Budget Prog No</b>	<b>Adopted Budget</b>	<b>Budget as at Dec Qtr</b>	<b>Estimated Budget</b>	<b>Estimated Budget</b>	<b>Estimated Budget</b>	<b>Estimated Budget</b>
Corporate Services & Governance	1	17,029,819	17,053,419	16,111,795	16,507,103	17,031,549	17,525,844
Planning & Strategy	2	2,005,028	2,035,028	2,050,658	2,104,556	1,910,145	1,967,400
Human Services & Facilities	4	2,065,395	2,168,072	2,038,295	2,047,100	2,107,600	2,169,500
Recreation & Culture	5	5,882,546	6,000,196	6,875,570	7,010,540	7,219,420	7,433,580
Environmental Services	6	4,387,025	4,387,025	5,345,363	5,503,800	5,666,600	5,834,400
Public Order & Safety	7	713,726	746,726	746,194	764,900	784,000	803,700
Urban & Infrastructural Services & LUS	8	6,492,127	6,556,377	5,894,803	6,025,757	6,281,200	6,561,900
Environmental & Community Amenities	9	10,651,147	10,888,147	12,395,751	12,608,100	12,938,500	13,277,800
General Purpose Revenues	10	0	0	-	-	-	-
Appropriations for Future Expenditure	11		-	-	-	-	-
<b>Total Expenditure</b>		<b>49,226,812</b>	<b>49,834,989</b>	<b>51,458,429</b>	<b>52,571,856</b>	<b>53,939,014</b>	<b>55,574,124</b>
<b>CAPITAL EXPENDITURE</b>							
Corporate Services & Governance		1,602,270	2,584,870	615,000	1,046,500	352,600	358,900
Planning & Strategy		0	0	0	0	0	0
Human Services & Facilities		240,000	400,000	359,000	502,500	605,100	607,700
Recreation & Culture		4,465,625	12,293,008	3,889,200	516,900	519,800	522,800
Environmental Services		25,000	25,000	0	0	0	0
Public Order & Safety		0	0	0	0	0	0
Urban & Infrastructural Services & LUS		8,788,400	11,991,711	9,634,500	7,188,350	7,456,000	7,725,700
Environmental & Community Amenities		3,640,682	5,655,182	1,993,611	2,578,300	2,583,100	2,587,500
General Purpose Revenues		0	0	0	0	0	0
Appropriations for Future Expenditure		11,900,000	11,900,000	10,443,824	11,250,800	11,483,273	11,726,542
<b>Total Capital Expenditure</b>		<b>30,661,977</b>	<b>44,849,771</b>	<b>26,935,135</b>	<b>23,083,350</b>	<b>22,999,873</b>	<b>23,529,142</b>
<b>Net (Surplus) Deficit from Programs</b>		<b>0</b>	<b>549,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CORPORATE SERVICES AND GOVERNANCE: PROGRAM NO. 1.0

Sub Program Summary	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Program Names	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Corporate Services	-1,205,572	-1,205,572	-1,125,984	-1,154,200	-1,183,200	-1,212,700
Civic Activities				-170,000		
Governance & Organisational Development	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
<b>Total Income</b>	<b>-1,206,572</b>	<b>-1,206,572</b>	<b>-1,126,984</b>	<b>-1,325,200</b>	<b>-1,184,200</b>	<b>-1,213,700</b>
<b>CAPITAL INCOME</b>						
Corporate Services	0	-937,600	-200,000	-510,653	-147,876	-450,936
Civic Activities	0	0	0	0	0	0
Governance & Organisational Development	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>0</b>	<b>-937,600</b>	<b>-200,000</b>	<b>-510,653</b>	<b>-147,876</b>	<b>-450,936</b>
<b>EXPENDITURE</b>						
Corporate Services	14,129,067	14,134,067	13,145,648	13,297,103	13,899,249	14,298,644
Civic Activities	407,000	407,000	414,375	592,600	431,000	439,700
Governance & Organisational Development	2,493,752	2,512,352	2,551,772	2,617,400	2,701,300	2,787,500
<b>Total Expenditure</b>	<b>17,029,819</b>	<b>17,053,419</b>	<b>16,111,795</b>	<b>16,507,103</b>	<b>17,031,549</b>	<b>17,525,844</b>
<b>CAPITAL EXPENDITURE</b>						
Corporate Services	1,602,270	2,584,870	600,000	1,046,500	352,600	358,900
Civic Activities	0	0	0	0	0	0
Governance & Organisational Development	0	0	15,000	0	0	0
<b>Total Capital Expenditure</b>	<b>1,602,270</b>	<b>2,584,870</b>	<b>615,000</b>	<b>1,046,500</b>	<b>352,600</b>	<b>358,900</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>17,425,517</b>	<b>17,494,117</b>	<b>15,399,811</b>	<b>15,717,750</b>	<b>16,052,073</b>	<b>16,220,108</b>

## CORPORATE PLANNING AND STRATEGY: PROGRAM NO. 2.0

Sub Program Summary	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Program Names	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Strategy & Strategic Projects		-30,000				
Planning & Strategy	-150,000	-150,000	-330,000	-338,300	-346,863	-355,500
Natural Resources/Environmental	-49,360	-49,360	-49,360			
<b>Total Income</b>	<b>-199,360</b>	<b>-229,360</b>	<b>-379,360</b>	<b>-338,300</b>	<b>-346,863</b>	<b>-355,500</b>
<b>CAPITAL INCOME</b>						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	-65,000	-65,000	-20,000	-20,600	-21,200	-21,800
Natural Resources/Environmental	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>-65,000</b>	<b>-65,000</b>	<b>-20,000</b>	<b>-20,600</b>	<b>-21,200</b>	<b>-21,800</b>
<b>EXPENDITURE</b>						
Strategy & Strategic Projects	338,335	368,335	408,660	420,831	433,445	446,400
Planning & Strategy	1,080,507	1,080,507	1,263,576	1,294,625	1,076,600	1,109,400
Natural Resources/Environmental	586,186	586,186	378,422	389,100	400,100	411,600
<b>Total Expenditure</b>	<b>2,005,028</b>	<b>2,035,028</b>	<b>2,050,658</b>	<b>2,104,556</b>	<b>1,910,145</b>	<b>1,967,400</b>
<b>CAPITAL EXPENDITURE</b>						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	0	0	0	0	0	0
Natural Resources/Environmental	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,740,668</b>	<b>1,740,668</b>	<b>1,651,298</b>	<b>1,745,656</b>	<b>1,542,082</b>	<b>1,590,100</b>

## HUMAN SERVICES AND FACILITIES: PROGRAM NO. 4.0

Sub Program Summary	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Program Names	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Administration	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Community Services	-190,641	-216,518	-219,522	-61,200	-62,700	-64,200
<b>Total Income</b>	<b>-190,641</b>	<b>-216,518</b>	<b>-219,522</b>	<b>-61,200</b>	<b>-62,700</b>	<b>-64,200</b>
<b>CAPITAL INCOME</b>						
Administration	0	0	0	0	0	0
Facilities	-220,000	-380,000	0	-400,000	-400,000	-400,000
Community Services	0	0	-20,000	0	0	0
<b>Total Capital Income</b>	<b>-220,000</b>	<b>-380,000</b>	<b>-20,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>
<b>EXPENDITURE</b>						
Administration	0	0	0	0	0	0
Facilities	1,267,381	1,292,681	1,161,317	1,183,600	1,217,000	1,251,200
Community Services	798,014	875,391	876,978	863,500	890,600	918,300
<b>Total Expenditure</b>	<b>2,065,395</b>	<b>2,168,072</b>	<b>2,038,295</b>	<b>2,047,100</b>	<b>2,107,600</b>	<b>2,169,500</b>
<b>CAPITAL EXPENDITURE</b>						
Administration	0	0	0	0	0	0
Facilities	220,000	380,000	319,000	502,500	605,100	607,700
Community Services	20,000	20,000	40,000	0	0	0
<b>Total Capital Expenditure</b>	<b>240,000</b>	<b>400,000</b>	<b>359,000</b>	<b>502,500</b>	<b>605,100</b>	<b>607,700</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,894,754</b>	<b>1,971,554</b>	<b>2,157,773</b>	<b>2,088,400</b>	<b>2,250,000</b>	<b>2,313,000</b>

## RECREATION AND CULTURE: PROGRAM NO. 5.0

Sub Program Summary	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Program Names	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Public libraries	-71,119	-71,119	-72,759	-74,600	-76,500	-78,400
Public Halls and Venues						
Events and Tourism	-43,500	-48,500	-52,500	-53,500	-54,500	-55,500
Open Space and Bushland	-1,897,508	-1,897,508	-1,582,980	-1,622,800	-1,663,300	-1,705,200
<b>Total Income</b>	<b>-2,012,127</b>	<b>-2,017,127</b>	<b>-1,708,239</b>	<b>-1,750,900</b>	<b>-1,794,300</b>	<b>-1,839,100</b>
<b>CAPITAL INCOME</b>						
Public libraries	-1,775,200	-1,775,200	-1,775,200	0	0	0
Public Halls and Venues				0	0	0
Events and Tourism				0	0	0
Open Space and Bushland	-2,576,625	-10,404,008	-2,000,000	-400,000	-400,000	-400,000
<b>Total Capital Income</b>	<b>-4,351,825</b>	<b>-12,179,208</b>	<b>-3,775,200</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>
<b>EXPENDITURE</b>						
Public libraries	1,420,889	1,420,889	1,512,025	1,558,500	1,606,600	1,655,900
Public Halls and Venues						
Events and Tourism	865,000	982,650	749,000	768,100	787,400	807,200
Open Space and Bushland	3,596,657	3,596,657	4,614,545	4,683,940	4,825,420	4,970,480
<b>Total Expenditure</b>	<b>5,882,546</b>	<b>6,000,196</b>	<b>6,875,570</b>	<b>7,010,540</b>	<b>7,219,420</b>	<b>7,433,580</b>
<b>CAPITAL EXPENDITURE</b>						
Public libraries	1,889,000	1,889,000	1,889,200	116,900	119,800	122,800
Public Halls and Venues				0	0	0
Events and Tourism				0	0	0
Open Space and Bushland	2,576,625	10,404,008	2,000,000	400,000	400,000	400,000
<b>Total Capital Expenditure</b>	<b>4,465,625</b>	<b>12,293,008</b>	<b>3,889,200</b>	<b>516,900</b>	<b>519,800</b>	<b>522,800</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>3,984,219</b>	<b>4,096,869</b>	<b>5,281,331</b>	<b>5,376,540</b>	<b>5,544,920</b>	<b>5,717,280</b>

## ENVIRONMENTAL SERVICES: PROGRAM NO. 6.0

Sub Program Summary	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Program Names	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Administration	0	0	0	0	0	0
Development Control	-952,000	-952,000	-688,000	-705,400	-723,200	-741,300
Regulatory Services	-2,371,200	-2,371,200	-2,498,100	-2,560,500	-2,624,300	-2,689,700
<b>Total Income</b>	<b>-3,323,200</b>	<b>-3,323,200</b>	<b>-3,186,100</b>	<b>-3,265,900</b>	<b>-3,347,500</b>	<b>-3,431,000</b>
<b>CAPITAL INCOME</b>						
Administration	-25,000	-25,000	0	0	0	0
Development Control	0	0	0	0	0	0
Regulatory Services	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>-25,000</b>	<b>-25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
Administration	1,646,664	1,646,664	1,509,065	1,547,000	1,585,700	1,625,300
Development Control	889,374	889,374	859,384	887,200	915,900	945,600
Regulatory Services	1,850,987	1,850,987	2,976,914	3,069,600	3,165,000	3,263,500
<b>Total Expenditure</b>	<b>4,387,025</b>	<b>4,387,025</b>	<b>5,345,363</b>	<b>5,503,800</b>	<b>5,666,600</b>	<b>5,834,400</b>
<b>CAPITAL EXPENDITURE</b>						
Administration	25,000	25,000	0	0	0	0
Development Control	0	0	0	0	0	0
Regulatory Services	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,063,825</b>	<b>1,063,825</b>	<b>2,159,263</b>	<b>2,237,900</b>	<b>2,319,100</b>	<b>2,403,400</b>

## URBAN INFRASTRUCTURAL SERVICES: PROGRAM NO. 8.0

Sub Program Summary Program Names	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Urban and Support Services	-4,593,412	-4,603,662	-4,396,197	-4,506,400	-4,619,200	-4,734,600
Roads	-530,000	-924,975	-700,000	-717,600	-735,600	-754,000
Ancillary Roadworks	-295,000	-295,000	-3,473,200	-331,700	-340,300	-348,900
Footpaths	0	0	0	0	0	0
Civic Services	0	0	0	0	0	0
<b>Total Income</b>	<b>-5,418,412</b>	<b>-5,823,637</b>	<b>-8,569,397</b>	<b>-5,555,700</b>	<b>-5,695,100</b>	<b>-5,837,500</b>
<b>CAPITAL INCOME</b>						
Urban and Support Services	-1,209,000	-2,080,000	-1,390,000	-1,424,900	-1,460,500	-1,497,000
Roads	-3,846,400	-4,347,756	-1,530,000	-1,500,000	-1,500,000	-1,500,000
Ancillary Roadworks	-1,200,000	-2,435,980	-900,000	-1,200,000	-1,200,000	-1,200,000
Footpaths	-517,000	-517,000	-600,000	-600,000	-600,000	-600,000
Civic Services	0	200,000	0	0	0	0
<b>Total Capital Income</b>	<b>-6,772,400</b>	<b>-9,580,736</b>	<b>-4,420,000</b>	<b>-4,724,900</b>	<b>-4,760,500</b>	<b>-4,797,000</b>
<b>EXPENDITURE</b>						
Urban and Support Services	2,392,302	2,402,552	1,959,118	2,015,600	2,073,500	2,133,000
Roads	516,205	516,205	479,500	491,000	582,700	694,700
Ancillary Roadworks	1,095,022	1,149,022	1,005,825	1,031,300	1,057,400	1,084,100
Footpaths	439,982	439,982	473,250	486,100	499,300	512,900
Civic Services	2,048,616	2,048,616	1,977,110	2,001,757	2,068,300	2,137,200
<b>Total Expenditure</b>	<b>6,492,127</b>	<b>6,556,377</b>	<b>5,894,803</b>	<b>6,025,757</b>	<b>6,281,200</b>	<b>6,561,900</b>
<b>CAPITAL EXPENDITURE</b>						
Urban and Support Services	3,000,000	3,871,000	2,921,000	2,994,100	3,068,900	3,145,700
Roads	3,946,400	4,842,731	1,830,000	1,500,000	1,500,000	1,500,000
Ancillary Roadworks	1,300,000	2,535,980	4,173,500	1,981,500	2,171,500	2,361,500
Footpaths	517,000	517,000	600,000	600,000	600,000	600,000
Civic Services	25,000	225,000	110,000	112,750	115,600	118,500
<b>Total Capital Expenditure</b>	<b>8,788,400</b>	<b>11,991,711</b>	<b>9,634,500</b>	<b>7,188,350</b>	<b>7,456,000</b>	<b>7,725,700</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>3,089,715</b>	<b>3,143,715</b>	<b>2,539,906</b>	<b>2,933,507</b>	<b>3,281,600</b>	<b>3,653,100</b>

## ENVIRONMENTAL AND COMMUNITY AMENITIES: PROGRAM NO. 9.0

Sub Program Summary Program Names	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Household Garbage Collection	-10,897,703	-10,897,703	-11,048,234	-11,324,300	-11,607,500	-11,897,800
Street Cleaning						
Urban Stormwater Drainage	-301,818	-301,818	-309,363	-317,100	-325,100	-333,300
Public Facilities/Community Amenities	0	0	0	0	0	0
<b>Total Income</b>	<b>-11,199,521</b>	<b>-11,199,521</b>	<b>-11,357,597</b>	<b>-11,641,400</b>	<b>-11,932,600</b>	<b>-12,231,100</b>
<b>CAPITAL INCOME</b>						
Household Garbage Collection	-35,000	-35,000			0	0
Street Cleaning					0	0
Urban Stormwater Drainage	-953,000	-953,000	-700,000		0	0
Public Facilities/Community Amenities	-948,821	-2,963,321		-2,000,000	-2,000,000	-2,000,000
<b>Total Capital Income</b>	<b>-1,936,821</b>	<b>-3,951,321</b>	<b>-700,000</b>	<b>-2,000,000</b>	<b>-2,000,000</b>	<b>-2,000,000</b>
<b>EXPENDITURE</b>						
Household Garbage Collection	9,573,178	9,573,178	10,641,765	10,807,100	11,089,500	11,379,400
Street Cleaning	960,344	1,197,344	1,442,000	1,480,900	1,520,800	1,561,800
Urban Stormwater Drainage	117,625	117,625	151,986	156,000	160,000	164,200
Public Facilities/Community Amenities	0	0	160,000	164,100	168,200	172,400
<b>Total Expenditure</b>	<b>10,651,147</b>	<b>10,888,147</b>	<b>12,395,751</b>	<b>12,608,100</b>	<b>12,938,500</b>	<b>13,277,800</b>
<b>CAPITAL EXPENDITURE</b>						
Household Garbage Collection	1,359,525	1,359,525	412,269	517,200	518,000	518,400
Street Cleaning						
Urban Stormwater Drainage	1,137,193	1,137,193	857,377	161,100	165,100	169,100
Public Facilities/Community Amenities	1,143,964	3,158,464	723,965	1,900,000	1,900,000	1,900,000
<b>Total Capital Expenditure</b>	<b>3,640,682</b>	<b>5,655,182</b>	<b>1,993,611</b>	<b>2,578,300</b>	<b>2,583,100</b>	<b>2,587,500</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>1,155,487</b>	<b>1,392,487</b>	<b>2,331,765</b>	<b>1,545,000</b>	<b>1,589,000</b>	<b>1,634,200</b>

**GENERAL PURPOSE REVENUES: PROGRAM NO. 10.0**

Sub Program Summary Program Names	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
General Purpose Revenues	-26,231,411	-26,231,411	-28,186,664	-28,927,250	-29,746,299	-30,604,186
<b>Total Income</b>	<b>-26,231,411</b>	<b>-26,231,411</b>	<b>-28,186,664</b>	<b>-28,927,250</b>	<b>-29,746,299</b>	<b>-30,604,186</b>
<b>CAPITAL INCOME</b>						
General Purpose Revenues	-16,736,500	-16,736,500	-14,494,500	-14,733,203	-15,099,749	-15,457,244
<b>Total Capital Income</b>	<b>-16,736,500</b>	<b>-16,736,500</b>	<b>-14,494,500</b>	<b>-14,733,203</b>	<b>-15,099,749</b>	<b>-15,457,244</b>
<b>EXPENDITURE</b>						
General Purpose Revenues	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE</b>						
General Purpose Revenues	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>-42,967,911</b>	<b>-42,967,911</b>	<b>-42,681,164</b>	<b>-43,660,453</b>	<b>-44,846,048</b>	<b>-46,061,430</b>

**PUBLIC ORDER AND SAFETY: PROGRAM NO. 7.0**

Sub Program Summary Program Names	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
	Adopted Budget	Budget as at Dec Qtr	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>INCOME</b>						
Community Safety	0	-33,000	-30,000	0	0	0
Emergency Services	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>-33,000</b>	<b>-30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL INCOME</b>						
Community Safety	0	0	0	0	0	0
Emergency Services	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
Community Safety	15,000	48,000	30,000	30,800	31,600	32,400
Emergency Services	698,726	698,726	716,194	734,100	752,400	771,300
<b>Total Expenditure</b>	<b>713,726</b>	<b>746,726</b>	<b>746,194</b>	<b>764,900</b>	<b>784,000</b>	<b>803,700</b>
<b>CAPITAL EXPENDITURE</b>						
Community Safety	0	0	0	0	0	0
Emergency Services	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>713,726</b>	<b>713,726</b>	<b>716,194</b>	<b>764,900</b>	<b>784,000</b>	<b>803,700</b>

**APPROPRIATION – FUTURE EXPENDITURE: PROGRAM NO. 11.0**

Sub Program Summary	2018/2019		2019/2020	2020/2021	2021/2022	2022/2023
Program Names	Adopted Budget	Budget as at Dec 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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL INCOME</b>						
Appropriations for Future Expenditure	0	0	0	0	0	0
<b>Total Capital Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
Appropriations for Future Expenditure	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE</b>						
Appropriations for Future Expenditure	11,900,000	11,900,0000	10,443,824	11,250,800	11,483,273	11,726,542
<b>Total Capital Expenditure</b>	<b>11,900,000</b>	<b>11,900,0000</b>	<b>10,443,824</b>	<b>11,250,800</b>	<b>11,483,273</b>	<b>11,726,542</b>
<b>Net (Surplus) Deficit from Programs</b>	<b>11,900,000</b>	<b>11,900,0000</b>	<b>10,443,824</b>	<b>11,250,800</b>	<b>11,483,273</b>	<b>11,726,542</b>

## Revenue Policy 2019-2020

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 2.7% in 2019/20.

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 2019-2020 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 2019-2020

- A Residential Ordinary Rate of 0.059549 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 \$415 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.268363 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 \$415 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 2.7% 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 2019-2020 financial year.

### Land Value

Type of Rate	\$	\$	%
<b>Residential</b>			
Base amount	\$415.00	\$6,312,565	49.79
Cents in dollar	0.059549	\$6,365,886	50.21
<b>TOTAL</b>		<b>\$12,678,451</b>	<b>100</b>
<b>Business</b>			
Base amount	\$415.00	\$446,125	7.98
Cents in dollar	0.268363	\$5,147,192	92.02
<b>TOTAL</b>		<b>\$5,593,317</b>	<b>100</b>
<b>TOTAL</b>		<b>\$18,271,768</b>	

### Rate and charges reductions for eligible pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card and Commonwealth Seniors Health Care Card Holders (CSHCC) up to a maximum of \$250.00. Council resolved (minute 132/13) that eligible pensioners and CSHCC Card Holders be exempted from the Stormwater Management Service Charge.

### Other specific rating issues

Council will, upon registration of a new strata plan or deposited plan, re-rate the property(s) from the commencement of the proceeding quarter of the rate year.

### Rate Installments

Rate Installments will be due on the following dates:

- First rate instalment due on 31 August 2019
- Second rate instalment due on 30 November 2019
- Third rate instalment due on 28 February 2020
- Fourth rate instalment due on 31 May 2020

### 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 \$740 for 2019-2020.

### 2019-2020 DOMESTIC WASTE MANAGEMENT SERVICE CHARGES

Service	Cost (\$)
Minimum service	740
Additional service - 120L Garbage	740
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 2019/2020:

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 \$333,771.

### 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 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 2019-2020 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.

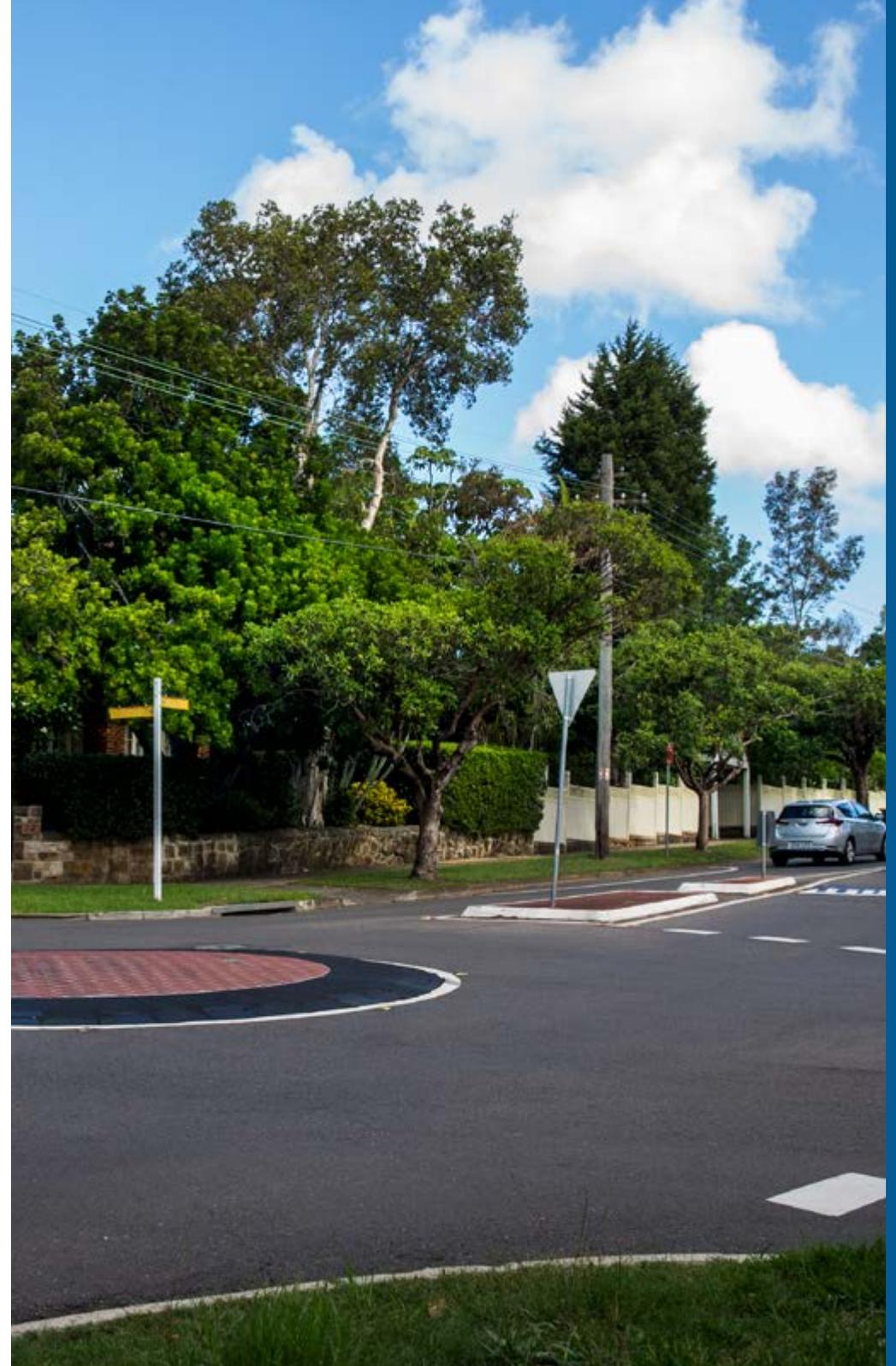
All of Council's fees and charges not subject to statutory controls are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the *Local Government Act 1993* 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 2019-2020

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## Fees and Charges 2019-2020

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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	Statutory
\$5,001 – \$50,000	\$170 plus additional \$3.00 for each \$1,000 or part thereof		N	Statutory
\$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	Statutory
\$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	Statutory
\$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	Statutory

## Fees and Charges 2019-2020

Name	Unit	Year 18/19	Year 19/20	GST	Pricing Principles (Page 5)
		Last YR Fee (incl. GST)	Fee (incl. GST)		

### Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building [continued]

\$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	Statutory	
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	Statutory	
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	Statutory
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	Statutory

### 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		\$3000 minimum or quotes will be provided		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	Statutory
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Development involving the subdivision of land [continued]

Subdivision Not Involving the Opening of a Public Road		\$330 plus \$53/additional lot created		N	Statutory
Strata Subdivision		\$330 plus \$65/additional lot created		N	Statutory
Subdivision Certificate Fee (Release of plan)		\$640.00	\$640.00	N	Statutory
Where no new lots are proposed, ie. simple common boundary adjustments and consolidation (non Legislative)		\$825.00	\$825.00	N	Statutory
Linen Checking Fee		\$880.00	\$880.00	N	Statutory
Resigning Subdivision Plans by Chief Executive Officer, General Manager or Authorised Officer		\$880.00	\$880.00	N	Statutory

### Integrated Development

Administration Fee		\$140.00	\$140.00	N	Statutory
Approval Fee to each approval body	per approval body	\$320.00	\$320.00	N	Statutory

### Designated Development

Designated Development Fee		\$920.00	\$920.00	N	Statutory
(\$920 plus any other DA scale fee in this schedule)					

### 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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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Modification of a Development Consent (Section 4.55) – 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 4.55(1)

Modification involving a correction of a minor error, misdescription or miscalculation under Section 4.55(1)		\$71.00	\$71.00	N	Statutory
Modification under Section 4.55(1A) or 4.56(1) (modifications of minor environmental impact)		\$645 or 50% of the original fee, whichever is the lesser amount		N	Statutory

#### Modification under Section 4.55(2) or 4.56(1)

*(a) If the original development application fee was less than \$100*

Modification Fee		50% of the original fee		N	Statutory
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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	Statutory
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	Statutory
plus an additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56(1) of the Act.		\$665.00	\$665.00	N	Statutory

*(c) Any other cases other than (a) and (b) above*

Up to \$5,000		\$55.00	\$55.00	N	Statutory
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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(c) Any other cases other than (a) and (b) above [continued]

\$5,001 – \$250,000		\$85 plus an additional \$1.50 for each 1,000 or part thereof		N	Statutory
\$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	Statutory
\$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	Statutory
\$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	Statutory
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	Statutory

### Review of a Development Determination (Division 8.2)

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	Statutory
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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	Statutory
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(c) Any other cases other than (a) and (b) above

Up to \$5,000		\$55.00	\$55.00	N	Statutory
\$5,001 – \$250,000		\$85, plus an additional \$1.50 for each 1,000 (or part thereof) of the estimated cost		N	Statutory
\$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	Statutory
\$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	Statutory
\$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	Statutory
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	Statutory

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Advertising Fees

(a) Advertised Development		\$1,105.00	\$1,105.00	N	Statutory
(b) Designated Development		\$2,220.00	\$2,220.00	N	Statutory
(c) Prohibited Development		\$1,105.00	\$1,105.00	N	Statutory
(d) Integrated Development		\$1,105.00	\$1,105.00	N	Statutory
(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	Statutory
(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	Statutory

### Development for the purpose of one or more advertisements

DA Advertising Sign		\$277.00	\$277.00	N	f
Each Additional Sign		\$100.00	\$100.00	N	f

### Notification Fees

Up to \$5,000		\$295.00	\$300.00	N	b
\$5,001 – \$100,000		\$325.00	\$330.00	N	b
\$100,001 – \$500,000		\$320 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		\$650 plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000		N	b

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Notification Fees [continued]

Greater than \$10,000,000		\$4,650 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000		N	b
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### Scanning of Plans

NOTE: Scanning Fee required when lodgement of DA Plans, Complying Development Applications and Unauthorised Works Applications.

Estimated Cost

\$0 – \$150,000		\$85.00	\$85.00	N	f
\$150,001 – \$300,000		\$105.00	\$105.00	N	f
\$300,000 – \$500,000		\$155.00	\$155.00	N	f
\$500,001 – \$1,000,000		\$305.00	\$305.00	N	f
\$1,000,001 or more		\$605.00	\$605.00	N	f

### Stamping of Plans

Up to 2 Plan Sets			Free	N	f
Additional Set	per set	\$70.00	\$70.00	N	f
CD with NOD and Stamped Plans	per CD	\$30.00	\$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).



# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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## Construction Certificate Applications involving a Building Code of Australia Alternative Solution [continued]

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 Executive Manager Environment & Compliance 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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## 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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Application of a Complying Certificate [continued]

More than \$250,000		\$1,224 PLUS \$1.04/1,000 for the amount greater than \$250,000		Y	d
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### 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 (Section 4.30) – after certificate has been issued

Modification / Cancellation Fee		75% of original application fee		Y	d
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## 4. Building Certificates

### Building Certificates

#### Class 1 & 10 Buildings

Application for each dwelling contained in building or in any other building on the allotment.		\$250.00	\$250.00	N	Statutory
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#### Any Other Class of Buildings

Up to 200 m <sup>2</sup>		\$250.00	\$250.00	N	Statutory
Between 200 m <sup>2</sup> and 2,000 m <sup>2</sup>		\$250 plus 50 cents/m <sup>2</sup> over 200 m <sup>2</sup>		N	Statutory

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Any Other Class of Buildings [continued]

Greater than 2,000 m <sup>2</sup>		\$1,165 plus 75 cents/m <sup>2</sup> over 2,000 m <sup>2</sup>		N	Statutory
Where application relates to external wall or does not have a floor area		\$250.00	\$250.00	N	Statutory

### Other

Additional Inspection before issuing a building certificate if necessary	per inspection	\$90.00	\$90.00	N	Statutory
Copy of Building Certificate with owner's consent		\$13.00	\$13.00	N	d

## 5. Planning Certificates

Section 10.7(2)		\$53.00	\$53.00	N	Statutory
Section 10.7(2) & (5)		\$133.00	\$133.00	N	Statutory
Section 10.7 Certificate – Urgent Processing Fee (plus above fee)		\$153.00	\$153.00	N	Statutory

## 6. Occupation Certificates

### Occupation Certificate for a New Building

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)

Up to 200 m <sup>2</sup>		\$350.00	\$350.00	Y	d
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Occupation Certificates for a Change of Building Use (where no building works are proposed) [continued]

Between 200 m <sup>2</sup> and 2,000 m <sup>2</sup>		\$350.00	\$350.00	Y	d
Greater than 2,000 m <sup>2</sup>		\$650.00	\$650.00	Y	d

### 7. 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
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Other [continued]

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

## 8. Security Deposits

Estimated Cost

### 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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Tree Bonds (per tree):

Under 5 metres high		\$1,650.00	\$3,000.00	N	b
5 metres – 10 metres high		\$6,600.00	\$10,000.00	N	b
10 metres – 15 metres high		\$13,100.00	\$20,000.00	N	b
15 metres – 20 metres high		\$19,100.00	\$30,000.00	N	b
Over 20 metres high		\$25,100.00	\$40,000.00	N	b
Significant Trees: up to 50 years old & 50 – 100 years old		\$30,100.00	\$50,000.00	N	b

### Administration Fee of Bond Deposit & Bank Guarantee

Builders Damage Deposit	per application	\$127.00	\$127.00	N	d
Tree Bond	per application	\$127.00	\$127.00	N	d
Bank Guarantee up to \$50,000 (not refundable)		\$154.00	\$154.00	N	b
Bank Guarantee greater than \$50,000 (not refundable)		\$154 plus additional 0.02% of the Value of the Bank Guarantee		N	b

### 9. Tree Pruning

Tree Pruning Application		\$130.00	\$133.00	N	b
Extension of Approved Tree Work		\$52.00	\$53.00	N	b

### 10. Miscellaneous Applications

#### Outstanding Notices (Section 735A & 121ZP)

NOTE: Joint fee is charged for both applications

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Outstanding Notices (Section 735A & 121ZP) [continued]

Section 121ZP of the EPA Act 1979 (Relates to Outstanding Notices and Orders relevant to development and building activities that would be notified by Council under EPA Act)		\$153.00	\$153.00	N	Statutory
Section 735A of the LG Act 1993 (Relates to Outstanding Notice, Order, direction or Demand but only to those matters issued under the LG Act.)		\$153.00	\$153.00	N	Statutory

### Section 68 Application

Install a manufactured home, moveable dwelling or associated structure on land		\$170.00	\$220.00	N	Statutory
Install or operate an amusement device		\$374.00	\$374.00	N	Statutory
For All Other Activities Requiring Approval under Section 68 (eg. carry out water supply, sewerage connection, stormwater drainage work, install temporary structure or public activities/meetings on Council land & Roads)		\$220.00	\$220.00	N	Statutory
Review of a Determination of Activity Application (Section 100)		\$114.00	\$114.00	N	Statutory
Amendment of an Activity Approval (Section 106)		\$187 or 50% of original fee, whichever is greater		N	Statutory
Extension of an Activity Approval (Section 107)		50% of original fee to a maximum of \$150		N	Statutory

### Section 88G Certificates

Certificate under S88G of Conveyancing Act – no inspection		\$10.00	\$10.00	N	Statutory
Certificate under S88G of Conveyancing Act – requiring inspection		\$35.00	\$35.00	N	Statutory

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 11. 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	Statutory
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

#### 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 advise, other specialised services and those associated with related council programs.					

#### DA Pre-lodgement Application

Dwelling Houses < \$1,000,000	per meeting	\$125.00	\$150.00	Y	f
Dwelling Houses > \$1,000,000	per meeting	\$0.00	\$250.00	Y	f
Minor Commercial / Industrial	per meeting	\$125.00	\$300.00	Y	f
Multi-unit Residential, Commercial / Industrial Development	per meeting	\$737.00	\$900.00	Y	f

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Information Requests

Information Request involving staff research or a written response (with owner's consent) (minimum charge 1 hour, exact fee will be dependant upon staff time involved)	per hour	\$125.00	\$125.00	N	b
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### 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.

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.

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Development Contribution Plans

Refer to Section 7.11 & 7.12 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".

# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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	\$1,000.00	\$1,000.00	N	f
Major Non Complex	\$1,500.00	\$1,500.00	N	f
Major Complex	\$2,000.00	\$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	\$10,000.00	\$10,000.00	N	f
Major Non Complex	\$25,000.00	\$25,000.00	N	f
Major Complex	\$40,000.00	\$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	\$5,000.00	\$5,000.00	N	f
Major Non Complex	\$10,000.00	\$10,000.00	N	f

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Stage 2 – Review and Finalisation [continued]

Major Complex		\$20,000.00	\$20,000.00	N	f
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### Advertisement and Notification (payable by applicant upon receipt of Gateway Determination and applicable to all application types)

Advertisement	per advertisement	\$3,000.00	\$3,000.00	N	f
Notification	per property notified	\$3.00	\$3.00	N	f

### Amendments to Development Control Plan

Request to amend a Development Control Plan – Minor		\$10,000.00	\$10,000.00	N	f
Request to amend a Development Control Plan – Major		\$20,000.00	\$20,000.00	N	f
Preparation of a new site specific Development Control Plan		Full cost recovery		N	f

### Planning Agreement

Preliminary Assessment		\$0.00	\$550.00	N	b
Planning Agreement Assessment – Legal Advice, Research, Heads of Agreement Negotiation and Preparation Costs		Full cost recovery		N	b

### Referral Services

Referral of Planning Proposal to Design Review Panel		\$0.00	\$3,000.00	N	b
Subsequent Referrals to the Design Review Panel		50% of original fee		N	b
External Urban Design Referral Fee – Planning Proposal and/or DA		Full cost recovery		N	b

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 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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### Public Hearing (if required)

Public Hearing	Full cost recovery	N	b
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### Property & Company Search

Title Search (including administration fee)	\$0.00	\$18.00	N	b
Plan Search (including administration fee)	\$0.00	\$25.00	N	b
Company search (including administration fee)	\$25 or full cost recovery, whichever is the greater		N	b

### House Renumbering Application

NOTE: Applications to change the street numbers of a house. Council will if it favourably considers the application issue Order 8 under Section 124 of the Local Government Act 1993. This fee covers the administrative costs involved in assessing the application.

House Renumbering Application Fee	\$163.00	\$550.00	N	b
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## 2. Other Fees

Certified Copy of Document, Map or Plan (Section 10.8)	\$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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 2. Other Fees [continued]

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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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	\$127.00	N	d
Fire Safety Statement Registration – late lodgement – up to 1 week		\$500.00	\$1,000.00	N	f
Fire Safety Statement Registration – late lodgement – up to 2 weeks		\$1,000.00	\$2,000.00	N	f
Fire Safety Statement Registration – late lodgement – up to 3 weeks		\$1,500.00	\$3,000.00	N	f
Fire Safety Statement Registration – late lodgement – 4 weeks or more		\$2,000.00	\$4,000.00	N	f

#### 2. Environmental Health

##### Food Premises

Food Premises – Annual Administration Fee (Medium Risk & High Risk)*	per year	\$390.00	\$390.00	N	d
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**\*Note: Fee to be waived for businesses which have maintained a consecutive Scores on Doors 3-Star rating and above within the current financial year of inspections.**

Inspection Fee	per inspection	\$179.00	\$182.00	N	b
School Canteens	annual admin fee including 1 inspection	\$179.00	\$182.00	N	d
Improvement Notice under Food Act 2003		\$330.00	\$335.00	N	Statutory
Food Shop Follow-up Re-inspection Fee	per inspection	\$120.00	\$120.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Food Premises [continued]

Mobile Food Vending Vehicles (including Sydney Markets)	registration fee & 1 inspection included	\$220.00	\$225.00	N	d
Temporary Food Stalls Registration Fee	single event	\$70.00	\$80.00	N	d
Temporary Food Stalls Registration Fee (12 months)	multi-events	\$220.00	\$225.00	N	d

### Hairdressing/Beauty/Tattooist

Registration		\$100.00	\$100.00	N	d
Inspection		\$189.00	\$195.00	N	d
Subsequent Inspection		\$125.00	\$130.00	N	d

### Boarding House

Registration		\$130.00	\$200.00	N	d
Inspection		\$500 plus \$50 per room		N	d
Subsequent Inspection		\$161.00	\$300.00	N	d

### Cooling Towers

Registration		\$82.00	\$85.00	N	d
Inspection (1 cooling tower)		\$200.00	\$205.00	N	d
Subsequent Inspection		\$131.00	\$135.00	N	d
Additional Cooling Tower Inspection		\$135.00	\$140.00	N	d

### Water Monitoring Public Swimming Pools & Spas

Registration		\$100.00	\$100.00	N	d
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Water Monitoring Public Swimming Pools & Spas [continued]

Inspection (including Water Testing)		\$255.00	\$260.00	N	d
Subsequent Inspection		\$128.00	\$130.00	N	d

### Private Swimming Pools

NSW Pool Registration Fee		\$10.00	\$10.00	N	Statutory
Inspection Fee – 1st Inspection (including Certificate of Compliance)		\$150.00	\$150.00	N	Statutory
Inspection Fee – 2nd Inspection (including Certificate of Compliance)		\$100.00	\$100.00	N	Statutory
Application for Exemption (under Section 22 of the Swimming Pools Act 1992, Clause 13 Swimming Pool Regulation 2018)		\$70.00	\$75.00	N	Statutory
Resuscitation Charts		\$17.00	\$20.00	Y	d
Application to Install		See DA/CC fees or Complying Development fees if pool is classed as complying development		N	Statutory

### Environmental Compliance

Environment Protection Notice Administration Fee (eg. clean up notice, prevention notice, compliance cost notice)		\$550.00	\$550.00	N	Statutory
Environmental Compliance Audit Inspection Fee		\$284.00	\$290.00	N	b
Environmental Compliance Audit Re-inspection		\$120.00	\$125.00	N	b
Compliance Cost Notice	per issue of an order	\$500.00	\$500.00	N	Statutory

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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		\$57.00	\$57.00	N	Statutory
Non-desexed Animal		\$207.00	\$207.00	N	Statutory
Desexed Animal owned by Pensioner		\$24.00	\$24.00	N	Statutory
Animals owned by Registered Breeders		\$57.00	\$57.00	N	Statutory
Pound/Shelter Desexed Animal		\$28.50	\$28.50	N	Statutory
Compliance Certificate for Dangerous or Restricted Dogs		\$150.00	\$150.00	N	Statutory
Surrender of Dogs/Cats to Council		\$265.00	\$265.00	N	b
<b>(Owner must sign the prescribed form surrendering rights in the animal per dog or cat.)</b>					

#### Impounding of Animals

Initial Administration Fee		\$95.00	\$100.00	N	b
Maintenance Fees for Impounded Animals	per dog/cat per day	\$40.00	\$45.00	N	b
Return of Stray Dog to Owner (When dog is microchipped and registered)		\$85.00	\$90.00	N	b

#### Impounding of Motor Vehicles (excluding animals)

Impounding Motor Vehicles		\$206.00	\$300.00	N	b
Release Fee		\$120.00	\$200.00	N	b
Towing Fees		\$100.00	\$200.00	N	b
Storage Fees		\$20.00	\$50.00	N	b

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
<b>Impounding of Others (excluding animals)</b>					
Fees to Release items impounded from public places (eg. signs, shopping trolleys, etc)		\$71.00	\$100.00	N	b
Daily Storage		\$15.00	\$30.00	N	b
<b>Contaminated Land</b>					
Preparation of Positive Covenants	per document	\$430.00	\$440.00	N	b
Registration of Land Remediation Notice – carry out category 2 remediation works (clause 16 – SEPP 55)	per notification	\$145.00	\$150.00	N	Statutory
Information furnished from Council's records on enquiry		\$57.00	\$60.00	N	b
Copy of Site Audit Statement		\$57.00	\$60.00	N	b

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Corporate & Governance

#### 1. Rates & Finance Services

##### Rates & Property Inquires

Section 603 Certificate	per application	\$80.00	\$85.00	N	Statutory
Copy of Rates Notice/Instalment Notice/Ownership Letter	per copy	\$20.00	\$20.00	N	b
Statement of Rates Accounts	per property	\$30.00	\$30.00	N	b
Urgent processing Fee (plus above fees) – S603 Certificate, Copy of Rates Notice, Instalment Notice, Ownership Letter, Statement of Account	per application	\$169.00	\$169.00	N	b
Interest on Overdue Rates			7.50%	N	Statutory

##### Finance Services

Administration Fee on Dishonour Payment to Council	per payment	\$30 plus Bank Fee		N	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	\$55.00	\$55.00	Y	b
Financial Information Request involving staff research or a written response greater than 1 hour	per hour	\$0.00	\$50.00	Y	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	\$100.00	N	f
Footpath Display Bond	per application	\$300.00	\$300.00	N	f

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Footpath Display [continued]

Annual Rental Charge	per square metre	\$90.00	\$90.00	N	f
Approvals – Renewals and Transfers		\$65.00	\$68.00	N	f

### Street Dining

Application Fee (non-refundable even if the application rejected)	per application	\$160.00	\$165.00	N	f
Annual Rental Charge – Town Centre *	per square metre	\$300.00	\$300.00	N	f
Annual Rental Charge – Other Centres *	per square metre	\$165.00	\$170.00	N	f

\* Note: 10% discount if paid in advance quarterly instalments in full. Pro-rata reimbursement if operation closes business during period.

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
Marking Space on Footpath		\$100.00	\$105.00	N	f
Approvals – Renewals and Transfers		\$100.00	\$103.00	N	f

## 3. Access to Information

### GIPA Act 2009

NOTE: An applicant is entitled to 50% reduction of Processing Charge if Council is satisfied that the applicant is suffering financial hardship and/or there is a special benefit to the public generally

GIPA Application – Access to Information	per application	\$30.00	\$30.00	N	Statutory
GIPA Internal Review Application	per application	\$40.00	\$40.00	N	Statutory
GIPA Processing of Application by individual relating to their personal affairs (after first 20 hours of processing only)	per hour	\$30.00	\$30.00	N	Statutory

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Business Papers

All Business Paper	per year	\$991.00	\$991.00	N	f
(Business papers are also available on Council's website and Council's library.)					

### 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

## 4. Other

### Leases & Licences Preparation

Leases & Licence Preparation Fee (excluding community groups)		\$595.00	\$595.00	N	b
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### Subpoenas Service

Conduct Money – for one hour		\$105.00	\$105.00	N	b
Conduct Money – for subsequent hours		\$63.00	\$63.00	N	b

# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 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%)					

### Banners

Banner Site	per site	\$150.00	\$150.00	N	d
Banner Installation / Removal		\$220.00	\$220.00	N	d
Each Additional Banner Install / Removal		\$110.00	\$110.00	N	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	Statutory
Application – Low in Complexity (conditions as per NSW Filming Protocol 2009)	\$150.00	\$150.00	N	Statutory
Application – Medium Impact (conditions as per NSW Filming Protocol 2009)	\$300.00	\$300.00	N	Statutory
Application – High Impact (conditions as per NSW Filming Protocol 2009)	\$500.00	\$500.00	N	Statutory
Major Revisions to a Filming Application	75% of original application fee		N	Statutory

# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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	per day	\$15.00	\$12.50	Y	c
General Seniors Activities	per activity	\$5.00	\$5.00	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

#### 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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Hall Hires

#### 1. Hall Hire Application

Application Fee all Venues (non-refundable)	per application	\$60.00	\$60.00	Y	b
Administration Fee for Amending a Confirmed Booking	per occurrence	\$47.00	\$47.00	Y	b

#### 2. Strathfield Town Hall

##### Main Hall & Supper Room

Monday-Friday (9am to 5pm)	per hour	\$83.00	\$85.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$127.00	\$130.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$108.00	\$112.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$151.00	\$155.00	Y	d

##### Supper Room

Monday-Friday (9am to 5pm)	per hour	\$63.00	\$65.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$97.00	\$100.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$78.00	\$80.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$112.00	\$115.00	Y	d

##### Supervision (Council Provided)

Monday-Friday (9am to 5pm)	per hour	\$33.00	\$35.00	Y	b
All Other Times	per hour	\$81.00	\$85.00	Y	b
Fee for Non-insured Hirers	per hire	\$47.00	\$50.00	Y	f

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Supervision (Council Provided) [continued]

Bond Fee – Security, Cleaning and Damage	per hire	\$1,200.00	\$1,200.00	N	d
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### 3. Strathfield Community Centre

Room No 1 Redmyre Room (large room, parquet floor)	per hour	\$68.00	\$70.00	Y	d
Room No 2 Airey Room (carpeted, front building)	per hour	\$43.00	\$45.00	Y	d
Room No 3 Wangal Room (carpeted, rear building)	per hour	\$49.00	\$50.00	Y	d
Fee for Non-insured Hirers	per hire	\$48.00	\$50.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d
Office	per week	\$100.00	\$105.00	Y	d
Storage Cost	per year	\$113.00	\$115.00	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	\$93.00	\$95.00	Y	d
Half Room	per hour	\$47.00	\$50.00	Y	d

#### After Hours Hire of Ironbark Room

Whole Room	per hour	\$139.00	\$200.00	Y	d
Half Room	per hour	\$71.00	\$130.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Acacia or Grevillea Meeting Room

Whole Room	per hour	\$27.00	\$27.00	Y	d
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### Melaleuca Interview Room

Whole Room	per hour	\$20.00	\$20.00	Y	d
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### High Street

Half Room	per hour	\$47.00	\$50.00	Y	d
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### After Hours Hire of High Street

Whole Room	per hour	\$137.00	\$140.00	Y	d
Half Room	per hour	\$71.00	\$75.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d
Fee for Non-insured Hirer	per hour	\$47.00	\$50.00	Y	d

## 5. Dutton Centre

### 40 Augusta Street Strathfield

Activity Area	per hour	\$57.00	\$60.00	Y	d
Office	per hour	\$41.00	\$50.00	Y	d
Meeting Room	per hour	\$19.00	\$20.00	Y	d
Bond – Security, Cleaning and Damage	per hire	\$500.00	\$500.00	N	d
Fee for Non-insured Hirer	per hour	\$47.00	\$50.00	Y	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 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 95% 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 50% of organisation membership, as per complete membership list with address, reside in the Strathfield LGA.

(d) Additional 10% reduction will only be given to incorporated organisations and/or clubs providing direct social services to seniors, where 75% of members are residents and/or ratepayers of the LGA and are eligible for pensioner concessions.

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.

Service & Utilities Annual Fee – Regular Users	per year	\$250.00	\$150.00	Y	c
Service & Utilities Fee – Casual Users (12 Hires or under per annum)	per hire	\$20.85	\$25.00	Y	c

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Sundry Items

Local Telephone Calls	per call	\$1.00	\$1.00	Y	d
Exam Supervision	each	\$35.00	\$85.00	Y	d
USB Stick, Earphones etc	per item		Market Price	Y	d

## 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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Art Gallery

Commission on Sale – artist not represented by a gallery	per item		30%	Y	d
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# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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
<b>Quantity 11 PLUS</b>					
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

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 2. Community Gardens [continued]

Key Deposit (refundable)		\$50.00	\$50.00	N	d
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# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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	\$60.00	Y	d
Bond (including keys)	per application	\$1,000.00	\$1,020.00	N	d

#### Hire Fee (based on the sports group)

Soccer & Rugby League	per full sized field per hour	\$17.00	\$17.50	Y	d
Cricket	per full sized field per hour	\$20.00	\$20.50	Y	d
Touch Football (2 per field)	per full sized field per hour	\$29.00	\$29.50	Y	d
Basketball & Netball		\$0.00	\$15.00	Y	d
Other Sports	per full sized field per hour	\$18.00	\$18.50	Y	d

#### Synthetic Field

Seasonal Hire Full Size Field (max participants 22 players)	per full sized field per hour	\$50.00	\$51.00	Y	d
Seasonal Hire Half Size Field	per half sized field per hour	\$30.00	\$31.00	Y	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Other

Change of Regular Booking Fee	per occurrence	\$45.00	\$46.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	\$345.00	\$352.00	Y	d
Lighting Fee		Per utility usage		Y	d
Kiosk/Canteen	per day booked for the season	\$317.00	\$323.00	Y	d
Store Room	per season	\$167.00	\$170.00	Y	d
Pavilion Hire (Airey Park & Hudson Park)	per hour	\$20.00	\$20.50	Y	d
Pavilion Bond	per application	\$500.00	\$510.00	N	d

### Line Marking Fee

Football Field	per field per occurrence	\$245.00	\$250.00	Y	d
Touch Football Field	per field per occurrence	\$124.00	\$126.50	Y	d
Soccer Field	per field per occurrence	\$245.00	\$250.00	Y	d
Volleyball Court	per court per occurrence	\$124.00	\$126.50	Y	d
Netball Court	per court per occurrence	\$124.00	\$126.50	Y	d
Athletics	per occurrence	\$344.00	\$350.00	Y	d

## 2. Sportsfield Casual Hire

### Hire Application

Application Fee (non-refundable)	per application	\$55.00	\$60.00	Y	d
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Hire Application [continued]

Bond (including keys)	per application	\$1,000.00	\$1,020.00	N	d
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### Cricket

Turf Wicket – Airey, Bark Huts & Hudson Park	per full sized field per hour	\$0.00	\$95.00	Y	d
Synthetic Cricket Wicket – Cooke, Bressington, Mason & Strathfield Park	per full sized field per hour	\$0.00	\$40.00	Y	d
Junior Cricket Wicket – Freshwater & Pilgrim Park	per full sized field per hour	\$0.00	\$20.00	Y	d
Cricket Practice Net – Airey & Bressington Park	per training net per hour	\$0.00	\$10.00	Y	d

### Soccer/Rugby/Football

Full Field – Airey, Bark Huts, Begnell, Bressington, Cooke, Hudson, Mason & Strathfield Park	per full sized field per hour	\$0.00	\$45.00	Y	d
Grass Training Area – Airey Park outer/Lawn Bowls area	per training area per hour	\$0.00	\$15.00	Y	d

### Basketball/Netball/Volleyball

Hard Court / Grass Court – Bark Huts & Strathfield Park	per occurrence	\$0.00	\$20.00	Y	d
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### Synthetic Field

Casual Hire (max participants 22 players)	per full sized field per hour	\$80.00	\$80.00	Y	d
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Synthetic Field [continued]

Local Primary School Hire	per full sized field per hour	\$20.00	\$20.00	Y	d
Commercial Group	per full sized field per hour	\$180.00	\$200.00	Y	d

### Event Casual Hire

Athletics Carnival / Cross Country	per day	\$0.00	\$105.00	Y	d
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### Special Event Hire (based on the number of attendances, eg. carnivals/weddings)

Up to 100 people	per day	\$300.00	\$306.00	Y	d
Between 101 – 200 people	per day	\$600.00	\$612.00	Y	d
Between 201 – 300 people	per day	\$1,000.00	\$1,020.00	Y	d
Between 301 – 400 people	per day	\$1,500.00	\$1,530.00	Y	d
Between 401 – 500 people	per day	\$2,100.00	\$2,142.00	Y	d
Over 500 People or Special Events	per day	To be negotiated		Y	d

### Other

Change of Booking Fee	per occurrence	\$45.00	\$45.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	\$345.00	\$352.00	Y	d
Lighting Fee	per occurrence	\$45.00	\$50.00	Y	d
Pavilion Hire (Airey Park & Hudson Park)	per hour	\$45.00	\$55.00	Y	d
Pavilion Bond	per application	\$500.00	\$1,020.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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	\$253.00	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	\$1,020.00	N	d
Key Bond	per key	\$100.00	\$100.00	N	d
Replacement of Keys	per set	\$377.00	\$385.00	Y	d

#### Miscellaneous Hire

Store Room Hire	per season	\$162.00	\$165.00	Y	d
Change Room Hire	per hire	\$55.00	\$56.00	Y	d
Amenities Hire	per hire	\$28.00	\$29.00	Y	d
Additional Bin	per bin	\$130.00	\$135.00	Y	d
Sale of Plan of Management		\$17.00	\$17.50	Y	d

#### Strathfield Square Hire

Application Fee	per application	\$55.00	\$60.00	Y	d
Access Fee		Quote will be provided		Y	d
Bond	per application	\$1,000.00	\$1,020.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 4. Hudson Park Golf

#### Driving Range

Small Bucket – 50 Golf Balls	per bucket	\$15.00	\$16.00	Y	f
Large Bucket – 100 Golf Balls	per bucket	\$25.00	\$26.00	Y	f

# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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## Civic & Urban Services

### 1. Parking

#### Residential Parking

Residential Parking Permits (1 resident and 1 visitor permit for eligible residents)			Free	N	e
Additional Parking Permits	each per year	\$62.00	\$65.00	N	c
There is no discount on additional parking permits					

#### Parking Metres

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	\$3.70	\$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	\$3.70	\$3.70	Y	d

### 2. Restorations

#### Establishment

Establishment Fee for Works under \$1,500 in total	each	\$475.00	\$500.00	N	d
Establishment Fee for Works over \$1,500 in total	each	\$288.00	\$300.00	N	d
Saw Cutting 25 mm depth	per metre	\$142 Site Establishment Fee PLUS \$43 charged per metre		N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Roads (min / m<sup>2</sup>)

Cement Concrete	per m <sup>2</sup>	\$993.00	\$1,016.00	N	d
Asphaltic Concrete Flexible Base	per m <sup>2</sup>	\$628.00	\$642.00	N	d
Asphalt Concrete (AC10, 75mm) – up to 5 m <sup>2</sup>	per m <sup>2</sup>	\$388.00	\$397.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 5 m <sup>2</sup> , less than 35 m <sup>2</sup>	per m <sup>2</sup>	\$282.00	\$288.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 35 m <sup>2</sup> , less than 100 m <sup>2</sup>	per m <sup>2</sup>	\$220.00	\$225.00	N	d
Asphalt Concrete (AC10, 50mm with Concrete Base 230mm, 5MPa with 2 layers of SL81 Reinforcing Mesh on 150mm, 5MPa Lean Mix sub-base) – 5 to 20 m <sup>2</sup>	per m <sup>2</sup>	\$895.00	\$916.00	N	d

### Footpath & Driveway (min / m<sup>2</sup>)

Footpath 75 mm	per m <sup>2</sup>	\$329.00	\$337.00	N	d
Paving Bricks on Road Base	per m <sup>2</sup>	\$731.00	\$748.00	N	d
Paving Bricks on Concrete Base	per m <sup>2</sup>	\$1,320.00	\$1,350.00	N	d
Top-dress Formed or Grass Area	per m <sup>2</sup>	\$159.00	\$166.00	N	d
Construct Grass Verges	per m <sup>2</sup>	\$249.00	\$255.00	N	d

### Kerb & Gutter

Standard (min / m)	per metre	\$560.00	\$573.00	N	d
Dish Crossing (min / m)	per metre	\$899.00	\$920.00	N	d
Kerb Outlet 90 mm	each	\$265.00	\$271.00	N	d

### Footpath Levels

Provide Footpath Levels (min 1 hr)	per staff hour	\$255.00	\$261.00	N	d
New Installations	per driveway	\$159.00	\$163.00	N	d
Remarking or reinstalls of Existing	per driveway	\$81.00	\$83.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Stormwater Drainage

Medium Density Development	per application	\$581.00	\$600.00	N	d
Stormwater Drainage Assessment and Inspection Fee	per hour	\$180.00	\$200.00	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	\$4,111.00	\$4,200.00	N	d
Stormwater Pipe 375 mm, L = 2.2 m	per metre	\$300.00	\$400.00	N	d
Stormwater Pit 900 mm x 600 mm Excluding Lintel	each	\$4,932.00	\$5,079.00	N	d

### 3. Working Permits (including works related to DA / CDC)

#### Road Opening Permit

Road Opening Permit Fee	per application	\$123.00	\$126.00	N	d
Road Openings Permit Urgency Fee	plus permit fee	\$260.00	\$500.00	N	d
Unreported Road Openings – when work has commenced prior to a permit being obtained	per application	\$400.00	\$900.00	N	d
Road Opening Bond	per application	\$300.00	\$310.00	N	d

#### Hoarding/Structure

Class A Hoarding Application Fee	per application	\$360.00	\$368.00	N	d
Class A Hoarding Fee	per square metre per week	\$41.00	\$42.00	N	d
Class B Hoarding Application Fee	per application	\$543.00	\$555.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### Hoarding/Structure [continued]

Class B Hoarding Fee	per square metre per week	\$61.00	\$62.00	N	d
Bond for Class A & B		\$1,080.00	\$1,100.00	N	d

### Work Zone

Application Fee	per application	\$328.00	\$340.00	N	d
Work Zone – 6.0 m space	per week	\$110.00	\$113.00	N	d
Work Zone – Installation of signs	per pair	\$436.00	\$450.00	N	d

### Works Permit

Work Permit Fee	per application	\$163.00	\$167.00	N	d
Work Permit Urgency Fee – (24 Hour Processing)		\$81.00	\$300.00	N	d
Inspections (up to 2)		\$241.00	\$248.00	N	d
Additional Inspection	each	\$145.00	\$149.00	N	d
Work Permit Bond	per application	\$1,000.00	\$1,100.00	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	\$400.00	\$412.00	N	d
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## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 4. Traffic Control

#### Road Closure

Road Closure Application	each	\$633.00	\$651.00	N	d
Road Closure (Full)	per day	\$1,396.00	\$1,437.00	N	d
Road Closure (Partial)	per day	\$616.00	\$634.00	N	d

#### Traffic Control – Barrier Fee (Emergency Only)

Installation & Pick Up	each	\$186.00	\$192.00	N	d
Barricades	each per day	\$25.00	\$50.00	N	d
Traffic Control (min 4 hours) – Monday To Friday 7:00 am to 3:00 pm (Excluding Public Holidays)	per person per hour	\$86.00	\$250.00	N	d
Traffic Control (min 4 hours) – Other Times	per person per hour	\$169.00	\$300.00	N	d
Supply and Pick up of Barricades/Signs (Events)	per application	\$140.00	\$145.00	N	d

#### Traffic Management Plans

Assessment of Traffic Management Plan (min 1 hr)	per staff hour	\$255.00	\$262.00	N	d
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### 5. Inspection & Compliance

Inspection (where is necessary for Civic & Urban Services works)	per hour	\$60.00	\$62.00	N	d
Certificate of Compliance (where is necessary for Civic & Urban Services works)	per hour	\$60.00	\$62.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 6. Miscellaneous

#### Signs

Street Sign (New + Pole)	per item	\$513.00	\$530.00	Y	d
Street Sign (Existing)	per item	\$328.00	\$337.00	Y	d
VME Sign Hire (Safety Officer)	per hour	\$83.00	\$120.00	Y	d
Directional Signs	per application plus installation costs	\$422.00	\$422.00	Y	d

#### Temporary Ground Anchors

Ground Anchor	per anchor	\$622.00	\$1,000.00	N	d
Bond – Temporary Ground Anchors	per application	\$15,300.00	\$20,000.00	N	d

#### Applications under Section 138 of Roads Act (other than that specified in the table)

Application Fee	per application	\$214.00	\$220.00	N	Statutory
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# Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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## Waste & Recycling

### 1. Domestic Waste Management

#### Domestic Waste Charges

Domestic Waste Service including 3 Cleanup Services	per year	\$710.00	\$740.00	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	\$175.00	\$175.00	N	f

#### Extra Services

120L Red Garbage Bin – Extra Service	per bin	\$710.00	\$740.00	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/m <sup>3</sup>	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	\$530.00	\$530.00	N	d

### 2. Other

Domestic Waste Contamination Charge	per service	\$0.00	\$125.00	N	c
Skip Bin Daily Charge	per day	\$50.00	\$50.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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### 2. Other [continued]

Skip Bin Public Place Permits Application	per inspection	\$65.00	\$65.00	N	d
Shipping Container Daily Charge	per day	\$0.00	\$80.00	N	d
Shipping Container Place Permits Application	per inspection	\$0.00	\$65.00	N	d

## Fees and Charges 2019-2020

Name	Unit	Year 18/19 Last YR Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Principles (Page 5)
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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 the business of service delivery by; being competitive and to demonstrate that Council subject its 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

## Classifications Keys

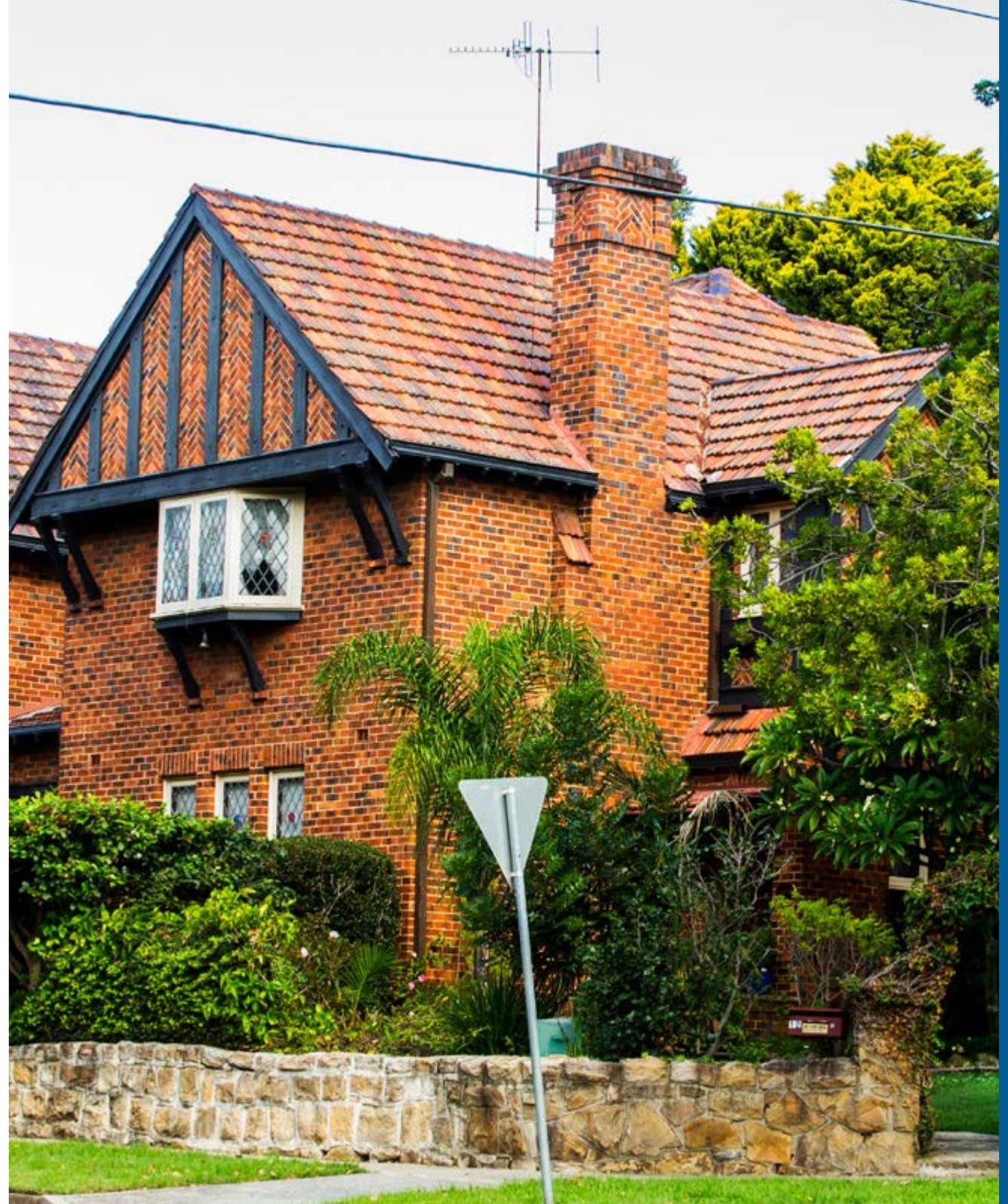
### *Pricing Principles*

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
Statutory	Statutory Fee by Regulation

# Revision Summary

Date	Description
N/A	N/A

This table may be completed after public exhibition.





65 Homebush Road, Strathfield NSW 2135  
P 02 9748 9999 | [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au)



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