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Delivery Program and Operational Plan 2016-2017

Mayor's Message

I am pleased to present the Strathfield Council Operational Plan 2016- 2017.

This plan is developed in accordance with the State Government's Integrated Planning and Reporting framework and is underpinned by the themes, goals and strategies in the Strathfield 2025 Community Strategic Plan, that were developed following extensive community engagement process. These plans set out actions over the next financial year that support the four year 2014-2018 Delivery Program taking into account current State and Regional Plans as well as Council's budget and resource capacities.

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

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

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

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

Cr Sang Ok
Mayor of Strathfield
May 2016

General Manager

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

Strathfield's Delivery Program 2014-2018 details the actions that will be taken to achieve the strategies outlined in Strathfield 2025, that were developed following extensive community engagement with the Strathfield community.

The Council Operational Plan is derived from the 2014-2018 Delivery Program 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 2025 Community Strategic Plan.

The annual Operational Plan details individual projects and services that Council will undertake and sets targets for the 12 month period in line with allocated resources.

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

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

Barry Husking
A/General Manager
May 2016

Councillors

The current Council was elected in September 2012 for a four year term. Councillors are representatives of the community and their contact details are as follows:



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Community Vision

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

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

Our Values

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

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

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

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

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

Our Organisation

Councillors are elected by eligible residents and ratepayers within the community and hold office for four years. The elected Council forms the governing body of the council. The Councillor's role is to direct and control the Council's affairs in line with the requirements of the *Local Government Act 1993*.

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

Strathfield Highlights

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

- Strathfield Council was incorporated in 1885
- The population of the Strathfield LGA is an estimated 40,125 (ABS 2015) with 52 per cent born overseas
- The estimated resident population by 2031 is 56,000
- Strathfield LGA is a major transport hub with three train stations
- Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections
- Highest amount of developed and undeveloped employment land in the Inner West

- Estimated Gross Regional Product (GRP) of Strathfield LGA was \$3.45 billion as at 2015
- Over 26,000 people are employed in the Strathfield LGA.
- More parks per capita than any other council area in the Inner West
- Educational centre of the Inner West with 15 public and private schools and a university
- One of Sydney's best performing housing markets
- One of Sydney's most connected areas serviced by public and private transport systems and major state roads

Understanding the Delivery Program and Operational Plan

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

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

2025 Community Strategic Plan

The Strathfield 2025 Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2025. Council is the key driver of Strathfield 2025, but its implementation is also the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing nor resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes.

Delivery Program 2014-2018

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

Operational Plan 2016-2017

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

Monitoring and Reporting

In accordance with Integrated Planning and Reporting requirements, the Operational Plan is prepared each year in conjunction with the periodic review of Council's Delivery Program and Resourcing Strategy. A financial assessment of performance is reported quarterly to Council in accordance with the *Local Government Act 1993*. A six monthly progress report on the performance of the Delivery Program is presented to Council.

Annual Report

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

Strathfield 2025 – Strategic Themes

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

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

Connectivity

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

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

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

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

Community Wellbeing

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

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

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

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

Prosperity and Opportunities

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

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

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

Liveable Neighbourhoods

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

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

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

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

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

Responsible Leadership

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

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

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

CONNECTIVITY					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Work with State Government and relevant parties to improve and integrate transport	Work with State Government concerning development of transport & mobility management strategies and plans eg WestConnex, Parramatta Road Urban Transformation Strategy, Light Rail etc	Monitor progress of strategies and plans	Strategic Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Make representations regarding establishment of Light Rail alignment to Strathfield Local Government Area	Representations made	Strategic Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Improve availability and condition of bus shelters	Increase % of bus shelters to bus stops	Infrastructure Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Promote local public transport and provide transport access guides	Information available	Strategic Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Improve major transport interchanges	Review options for redevelopment of Strathfield Town Centre with Burwood and Canada Bay Councils.	Actions undertaken	Strategic Planning
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Monitor impact of freight transport on local roads particularly from Enfield Intermodal and Sydney Markets	Representations made to relevant state agencies	Strategic Planning
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Assess and identify causes and impacts of traffic congestion on local road network in Strathfield LGA	Reports and actions arising from Traffic Committee	Infrastructure Planning
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Monitor traffic movements relating to educational institutions	Report to Council as required	Infrastructure Planning
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Monitor compliance of ACU Green Travel and Campus Monitoring Plans	Report to Council as required	Infrastructure Planning
1.1.3	Improve mobility and accessibility of local transport networks	Improve connectivity of local transport network	Implement actions of active transport strategy including review of Pedestrian and Mobility Access Plan (PAMP)	Projects completed	Infrastructure Planning

CONNECTIVITY					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Undertake traffic and parking enforcement in Town Centres at Strathfield, Homebush and Homebush West	Daily patrols	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Undertake parking patrols in vicinity of educational institutions on a weekly rotational basis	Daily patrols	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Review Town Centre parking controls	Review undertaken	Infrastructure Planning
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Undertake parking patrols in Residential Parking Schemes areas	Weekly patrols	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Investigate complaints regarding illegal parking	Action within 24 hours of receipt of complaint	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Secure RMS and Federal Government grant funding for upgrade of traffic facilities	Apply for grant applications for traffic facilities eg roads to recovery, 'black spot' funding program	Number and value of grants	Infrastructure Planning
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Requests for repair of footpaths eg trip hazards	Inspect within 24 hours of receiving request and action	Service Delivery
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Repair of road guide and regulatory signs affected by loss of reflectivity or accident damage	Repairs carried out within 60 working days	Service Delivery
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Investigate and make safe potholes in roads	Investigate within 3 working days of request	Service Delivery
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Each Resident Parking Scheme is reviewed every three years. Undertake review of one scheme in 2016-2017.	Review undertaken	Infrastructure Planning
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Review asset management plans and strategies for roads and associated assets. Review priority plans for works based on condition reports, facility usage, service levels and community consultations.	Review of plans	Infrastructure Planning
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implement road capital works projects 2016-2017 which include: <ul style="list-style-type: none"> Albert Road-Duke Street to Stewart Place 	Implementation in accordance with adopted plan	Infrastructure Planning and Service Delivery

CONNECTIVITY					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
			<ul style="list-style-type: none"> Barker Road-Oxford Road to South Street Wallis Ave-Strathlora St to Ravenna St Albyn Road – Cotswold to Homebush Rd Prentice Lane – South of Verona Street 		
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implement traffic calming/improvement projects 2016-2017 which include: <ul style="list-style-type: none"> Loftus Crescent/Crane St – traffic calming devices Newton Rd/Pemberton Rd – intersection upgrade Ada Ave – Traffic calming devices Carrington Road – raised pedestrian crossing 	Implementation in accordance with adopted plan	Infrastructure Planning and Service Delivery
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implement footpath renewal projects 2016-2017 which include: <ul style="list-style-type: none"> The Crescent - The End to Mackenzie Street Beresford Road – Elva Street to Dickson Street 	Implementation in accordance with adopted plan	Infrastructure Planning and Service Delivery
1.2.1	Collaborate with State Government and relevant parties to connect regional development strategies with provision of state and regional infrastructure and services	Review and consider impact of local, state and regional strategies for growth on infrastructure and services	Consideration of metropolitan and sub-regional planning strategies in local infrastructure plans.	Council's plans reflect metropolitan strategies	Strategic Planning
1.2.1	Collaborate with State Government and relevant parties to connect regional development strategies with provision of state and regional infrastructure and services	Review and consider impact of local, state and regional strategies for growth on infrastructure and services	Make representation for improved access and provisions of state infrastructure and services.	Representations made to relevant state agencies	Strategic Planning
1.2.1	Collaborate with State	Review and consider impact of state	Align transport infrastructure and capacity	Representations made to	Strategic Planning

CONNECTIVITY					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
	Government and relevant parties to connect regional development strategies with provision of state and regional infrastructure and services	and regional strategies for growth on infrastructure and services	with growth and demand	relevant state agencies	
1.2.2	Ensure that projected population and development growth is supported by local infrastructure planning	Review and consider impact of growth strategies on local infrastructure and services	Maintain current demographic and trends data on transport, community, recreation and open space in the Strathfield LGA	Review and monitor data	Strategic Planning
1.2.2	Ensure that projected population and development growth is supported by local infrastructure planning	Review and consider impact of growth strategies on local infrastructure and services	Ensure Development Contributions Plan is aligned with planning controls and legislative requirement.	Review as required	Strategic Planning
1.2.2	Ensure that projected population and development growth is supported by local infrastructure planning	Review and consider impact of growth strategies on local infrastructure and services	Maintain and provide public access to Development Contributions Register	Maintain currency of Register	Strategic Planning
1.2.3	Ensure regional development effectively integrates and supports healthy urban ecosystems	Participate in regional alliances and partnerships to improve urban ecosystems	Participate in regional alliances and partnerships such as Cooks River Alliance, Parramatta River Catchment Group, Sydney Waste Management Group and Weeds Committees	Contribution to projects and committees	Corporate Strategy Environmental Services
1.2.3	Ensure regional development effectively integrates and supports healthy urban ecosystems	Participate in regional alliances and partnerships to improve urban ecosystems	Implement actions identified in Cooks River Alliance Management Plan and Action Plans	Progress on identified actions	Corporate Strategy
1.2.3	Ensure regional development effectively integrates and supports healthy urban ecosystems	Participate in regional alliances and partnerships to improve urban ecosystems	Participate in Parramatta River Catchment Group	Meeting attendance	Corporate Strategy
1.3.1	Collaborate with relevant parties to provide access to information and digital technologies	Provide and promote computer literacy and access in the community	Provide access to public computers at libraries during library opening hours.	Number of internet sessions/hours used	Library & Information Services
1.3.1	Collaborate with relevant parties to provide access to information and digital technologies	Provide and promote computer literacy and access in the community	Provide public internet and Wifi access during library opening hours.	Number of Wifi sessions/hours used	Library & Information Services

CONNECTIVITY					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.3.1	Collaborate with relevant parties to provide access to information and digital technologies	Provide and promote computer literacy and access in the community	Provide digital resources via in-house and external access eg ebooks, databases	Number of services accessed.	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide high quality library and information services for Strathfield community.	Number of visits Number of library members Number of residential library members	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Monitor and manage library collections	Frequency of borrowings and asset turnover	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide public access to library collections in accordance with Library Collection and Development Guidelines	Number of items borrowed	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide interlibrary loan service	Process requests within 3 weeks (subject to availability) and number of items supplied.	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide exam supervision for distance education students residing in Strathfield LGA	Respond to requests within 3 working days. Number of exams supervised.	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Facilitate community Justice of Peace (JP) service at Strathfield Library	Service available at Strathfield Library on weekly basis	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Facilitate and support reading clubs	Number of sessions held	Library & Information Services

CONNECTIVITY					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Improve efficiency of library services	Apply for grant funding for Library services	Value of grants secured	Library & Information Services
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Publish Council Column in the Inner West Courier	Publish on fortnightly basis	Communications
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Prepare and distribute quarterly Council newsletter with rates notices to inform the community about Council initiatives and activities	Published on quarterly basis	Communications
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Contribute Council information to local publications to inform local community about Council's activities and general news in the area	Information published	Communications
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Prepare and distribute media releases to local, metropolitan and ethnic media for initiatives, activities and events of Council	Number of media releases Number published	Communications
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Maintain and monitor Council website, events website and social media ensuring information is available and up-to-date	Number of visitors and/or 'likes'	Communications
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of digital media to provide general Council information to broad community	Provide digital access to Council information and services through video call and conferencing	Availability of digital access	Communications
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Notify residents via community noticeboards at town centres to promote upcoming activities and programs to the local community	Information on community noticeboards is current	Community Liaison
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Determine applications for access to Council information in accordance with legislative requirements	Number of formal requests determined within statutory timeframe	Corporate Strategy

CONNECTIVITY

CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Publish and monitor information on website as required by GIPA Act and Regulation	Documents published as required	Corporate Strategy
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Review and Update Council's Agency Information Guide in accordance with Government Information (Public Access) Act 2009	Review and lodge with IPC by July 31 annually	Corporate Strategy

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improved police services in Strathfield	Attend meetings with Police to discuss crime activity and trends in Strathfield	Meetings attended and information shared	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improved police services in Strathfield	Attend community safety precinct meetings conducted with Police for community as scheduled	Attend scheduled meetings	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improved police services in Strathfield	Work in partnership with Police on community safety and crime prevention projects	Number of joint projects and initiatives	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Conditional on grant funding, implement CCTV installations in Strathfield Town Centre and Homebush Town Centre.	Implementation of projects	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Implement actions as identified in the Strathfield Community Safety Strategy	Implementation of actions	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Convene and deliver a Stop Domestic Violence Action Group (SDVAG) program in partnership with Auburn Council and NSW Police at least twice a year.	Program delivered	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Participate with partners for SDVAG to increase awareness of domestic violence	Activities organised	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Prepare and implement actions with stakeholders identified in community safety audits to improve amenity in the Marlene/Davidson, Madeline/Hope/Blanche and Mandamah/Telepoa/Courallie precincts.	Actions implemented	Community Services

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Investigate and/or transfer complaints for action regarding streetlighting	Complaints referred to Ausgrid within 2 working day of receipt.	Infrastructure Planning
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Participate in SSROC streetlighting efficiency program.	Monitor agreement	Infrastructure Planning
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Prune trees where lighting is obscured	As required	Service Delivery
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Remove graffiti from public areas under control of Council and liaise with Police in accordance with service standards	Number of graffiti removals	Service Delivery
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Report and request graffiti removal on state government property including utilities within service standards	Number of reports referred	Service Delivery
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Work in partnership with community organisations for graffiti removal programs	As required	Service Delivery
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Investigate air, water and noise pollution complaints within service standards	Number of complaints investigated	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Inspect, notify owners and organise removal of abandoned vehicles from public areas	Number vehicles inspected Number vehicles impounded	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Inspect, notify owners and organise removal of abandoned trolleys from public areas	Number of trolleys abandoned, reported and removed	Service Delivery
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Implement swimming pool inspection and compliance program in accordance with NSW standards	Number of inspections, complaints and compliance certificates issued	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Register pools on NSW Swimming Pool Register within 3 working days of request	Number actioned	Customer Service
2.1.2	Protect the health and safety of the Strathfield Community	Participate and support local emergency services	Participate in and monitor emergency and disaster planning for Inner West	As required	Service Delivery

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.2	Protect the health and safety of the Strathfield Community	Administer and enforce policy and regulations of keeping of companion animals	Investigate complaints and incidents involving dangerous dogs	Same day investigation	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Administer and enforce policy and regulations of keeping of companion animals	Inspect dangerous dogs premises for compliance with consent	Determine applications	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Administer and enforce policy and regulations of keeping of companion animals	Maintain current database for registration of Companion Animals	Register within 1 week of receipt	Customer Service
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Maintain current management plans for parks and open spaces	Ongoing review	Infrastructure Planning and Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Apply for grant funding for open space in line with Council Asset Management Plans and Development Contribution Plans	Number of grants received Value of grants received	Infrastructure Planning and Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Conduct maintenance of Council and community buildings	Works undertaken in accordance with annual program	Infrastructure Planning
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Implement improvements to the Redmyre Road Council facility	Progress of works	Infrastructure Planning
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Reconfiguration of the Bressington Park carpark	Progress of implementation and development of plans	Infrastructure Planning & Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Design and construction of new amenities buildings at: <ul style="list-style-type: none"> Bressington Park Freshwater Park Cooke Park 	Implementation of project	Infrastructure Planning & Service Delivery

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Embellishment and new buildings at Begnell Field and Barks Huts Reserve	Implementation of projects	Infrastructure Planning & Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Upgrade lighting and field at Cooke Park	Implementation of projects	Infrastructure Planning & Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Implement identified upgrades of Hudson Park Golf Course	Progress of upgrades	Infrastructure Planning & Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Establish new local park in Loftus Crescent Homebush	Project completion	Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Review and upgrade park amenities	Completion of upgrades	Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Facilitation of Australian Korean Memorial Garden proposal at Bressington Park	Progress of proposal	Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Preparation of business case and design of multipurpose building proposal at Elliot Reserve, Belfield	Reports prepared	Infrastructure Planning
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Ensure regular safety inspections of children's play equipment in Strathfield's parks	Staff monthly inspection Independent safety inspection on quarterly basis	Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Maintain off-leash areas at Allen Street Reserve and Elliot Reserve.	Weekly inspections	Service Delivery
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Work with stakeholders and community members to deliver local sport and recreational activities	Promote walking as exercise and leisure in Strathfield Local Government Area	Program implemented	Community Services

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Work with stakeholders and community members to deliver local sport and recreational activities	Organise the Cooks River Fun Run to promote recreational and physical health	Event held	Communications
2.2.2	Collaborate with relevant parties to delivery recreational programs and activities to improve the health of the community	Work with stakeholders and community members to deliver local sport and recreational activities	Notify timely sportsgrounds closure to hirers	Hirers notified	Infrastructure Planning & Service Delivery
2.2.2	Collaborate with relevant parties to delivery recreational programs and activities to improve the health of the community	Work with stakeholders and community members to deliver local sport and recreational activities	Provide support for local community, cultural, environmental, sporting and recreational clubs and organisations through Council's community and miscellaneous grants program	Grants awarded	Community Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Manage, monitor and review asset management plans, registers and strategies for parks and buildings.	Review annually	Infrastructure Planning
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Implement and review asset maintenance schedules for Council buildings and undertake works in accordance with maintenance priorities.	Works undertaken	Service Delivery
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Maintain currency of agreements for licencing and leasing of Council facilities	Monitor agreement	Infrastructure Planning
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Provide information on Council's booking processes for facilities, parks and open spaces	Information provided	Infrastructure Planning
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Casual hire of meeting rooms, sportsgrounds, parks and courts	Determine applications within 10 working days of receipt	Infrastructure Planning
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Advertise and complete applications for regular hire of council facilities eg meeting rooms	Advertisement issued and applications determined	Infrastructure Planning

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Advertise and complete applications for seasonal hire of sportsgrounds and facilities (winter and summer seasons)	Advertisement issued and applications determined	Infrastructure Planning
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Facilitate activities to increase conversational proficiency - Conversation Café and Chatterbox	Number of sessions facilitated	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Facilitate ESOL language classes	Number of sessions facilitated	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Coordinate Harmony Day celebrations with local community	Events organised	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Provide library materials in languages other than English to meet community needs	Number of materials available in community languages Number of items borrowed	Library & Information Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Delivery of library materials to housebound residents through the Home Library Service	Number of visits to housebound residents Number of items borrowed	Library & Information Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Operate Day Care Services that meet Federal Government funding requirements	Number of sessions Meeting Federal Government programs objectives	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Coordinate programs to recognise people with a disability on International Day of Disability	Activities held	Community Services

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Organise information sessions for older residents on availability of services and topics of relevant interest.	Activities held	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Facilitate activities for special weeks during the year including senior's week	Activities held	Community Services Library & Information Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Provide facilities, services and activities for seniors and people living with a disability.	Activities held	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Develop programs that support and encourage intergenerational opportunities between seniors and youth in the local area	Programs developed	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Coordinate Storytime and Baby Bounce on weekly basis	Number of sessions Number of participants	Library & Information Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Facilitate range of school holiday activities for children 5-11 years including school holiday programs and additional after school activities	Number of participants	Community Services Library & Information Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Run Movies in Park over summer season	Number of sessions	Communications

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Facilitate children's activities for special weeks during the year including Children's Book Week and Library and Information Week	Activities held during special weeks of the year. Number of activities Number of participants	Community Services Library & Information Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Deliver Walk Safely to School day, parenting programs and partner with delivery organisations to address issues such as pedestrian safety and childhood obesity	Number of participants	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Support long day care, preschool and OOSH services in council facilities	Number of children enrolled	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Develop and deliver Youth Week programs	Number of participants	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Coordinate outreach program for youth with Auburn Youth Centre	Programs run	Community Services
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Organise annual Carols by Candlelight event	Event held	Communications
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Facilitate the Strathfield Art Show for HSC Students	Art show held	Community Liaison
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Provide information on community activities and organisations	Review LINCS database of community organisations	Database up to date and accessible	Community Liaison
2.3.1	Plan programs that meet the needs of people of all ages, cultures and abilities	Provide information on community activities and organisations	Promote community activities in local media and council website	Information published	Communications

COMMUNITY WELLBEING					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Implement Road Safety Plan for Strathfield Local Government Area as approved by Road and Maritime Services (RMS)	Programs implemented	Infrastructure Planning
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Inspect School Zones for signs, pavement marking and kiss & ride operations	Inspections undertaken	Infrastructure Planning & Service Delivery
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Promote use of child restraints	Program implementation	Infrastructure Planning
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Promote driver safety campaigns in local community eg driver fatigue, drink driving and speed	Programs implemented	Infrastructure Planning
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Work with RMS and Police to promote pedestrian safety initiatives	Initiatives implemented	Infrastructure Planning
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Support and partner with community organisations to provide regular programs that encourage community participation and wellbeing eg volunteer programs	Number of programs Number of participants	Library & Information Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Support and partner with community organisations to provide regular programs that encourage community participation and wellbeing eg volunteer programs	Number of programs Number of participants	Community Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Develop and deliver activities and community education programs for youth and adult community members	Activities or programs organised Number of participants	Library & Information Services Community Services

COMMUNITY WELLBEING

CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Develop program that recognises and celebrates International Women's Day	Program organised	Community Services
2.3.3	Provide equitable access to council facilities for community, cultural and recreational programs	Develop and monitor plans addressing access and equity	Implement actions from community access audits and plans	Actions implemented	Community Services

PROSPERITY AND OPPORTUNITIES					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
3.1.1	Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information	Key demographic, housing, employment and industry data about Strathfield available to the public	Provide updated online community and economic profiles for LGA with benchmark metropolitan and regional comparisons	Community and economic profiles available on Council website	Strategic Planning
3.1.1	Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information	Undertake regular consultation with local business community	Provide access for business operators to the Business Advisory Service	Access provided	Strategic Planning
3.1.2	Support skills training and employment readiness in the Strathfield workforce	Support initiatives that improve employability for local residents	Facilitate job readiness in the local workforce with partners and relevant state/federal agencies	Number of initiatives supported	Strategic Planning
3.1.3	Support local business development initiatives	Support initiatives that improve growth prospects for local businesses	Facilitate programs to support local business development such as Business Advisory Service	Programs facilitated	Strategic Planning
3.2.1	Collaborate with government, business and community to support well planned and sustainable enterprise areas	Engage with state and federal agencies and local/regional representatives to implement metropolitan and sub regional plans	Advocate sustainable targets for housing and employment in Strathfield LGA.	Representations made to relevant authorities as required	Strategy Planning
3.2.1	Collaborate with government, business and community to support well planned and sustainable enterprise areas	Consult with community on projects relating to development of enterprise areas	Consult with community on planning proposals concerning town centres and corridors.	Community consultations undertaken as required	Strategic Planning
3.2.1	Collaborate with government, business and community to support well planned and sustainable enterprise areas	Consult with community on projects relating to development of enterprise areas	Participate in community forums monitoring the development of the Enfield Intermodal Terminal	Attendance at meetings	Strategic Planning
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Inspect food premises to ensure compliance with food and public health legislation and standards requirements	Ensure all registered premises inspected annually 2 inspections per year for higher risk premises	Environmental Services

PROSPERITY AND OPPORTUNITIES					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Participate in the Food Authority 'Scores on Doors' Program Trial	% of businesses participating in trial	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Respond to and investigate complaints regarding health and safety of food premises	Investigate within 2 working days for high risk or food poisoning complaints Investigate within 7 days for other complaints	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Provide enforcement action information to the Food Authority to enable updating of Name and Shame Register for food shops	Submit Annual Food Activity report to NSW Food Authority by end of July	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Provide information and organise formal training or seminars for operators of local foods shops on food handling, hygiene and safety.	Information and seminars provided	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Regulate and enforce in accordance with Food Act and Council's Enforcement Policy	Number of improvement notices, prohibition orders, penalty notices and prosecutions issued.	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Inspect skin penetration premises	Annual inspections	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Investigate complaints regarding conduct of skin penetration premises	Investigate within 7 days	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Inspect water cooling towers	Annual inspection	Environmental Services

PROSPERITY AND OPPORTUNITIES					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Determine and issue footpath trading permits	Issued annually	Infrastructure Planning
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Undertake study of the Homebush and Homebush West shopping centre masterplans in order to enhance the broader amenity for the community and visitors	Prepare draft study by June 2017	Strategic Planning
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Provide festive decorations in retail precincts and selected residential streets during Christmas/New Year season	Retail precincts are festively decorated	Strategic Planning
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Steam cleaning of footpaths in town centres and high pedestrian traffic areas	Every six months	Service Delivery
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Clean footpaths and open spaces in town centres of Strathfield and Homebush, Homebush West.	Daily	Service Delivery
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Clean waste bins in town centres	Daily	Service Delivery
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Town Centre street sweeping	Daily	Service Delivery
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Organise annual Strathfield Spring Festival	Event organised	Communications
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Organise Australia Day activities and celebrations	Event organised	Communications
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Organise Youth Achievement Awards	Awards held annually	Community Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Recognise community achievements through Citizen of the Year awards at Australia Day celebrations	Awards presented annually	Community Liaison

PROSPERITY AND OPPORTUNITIES					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Coordinate citizenship ceremonies	Ceremonies held quarterly Number of new citizens	Community Liaison
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Recognise community achievements, special anniversaries, honours and awards	As required	Community Liaison
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Participation and promotion of ANZAC day services	Services held	Community Liaison
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Promote awareness and provide information on Strathfield area and history	Information available Number of requests	Corporate Strategy Library & Information Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Prepare program including inventory of historic items and related documentation relating to development of Strathfield area and Council history.	Development of program	Library & Information Services Corporate Strategy
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Determine and issue permits for filming in Strathfield LGA within service standards	Number of filming applications issued	Communications
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Determine and issue approvals for erection of banners within service standards	Number of approvals issued	Communications
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Promote Strathfield food outlets	Organise Strathfield Food Festival and food tours	Event held	Communications
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Promote Strathfield food outlets	Determine permits for use of footpaths in town centres for outdoor dining with food businesses	Number of agreements	Infrastructure Planning
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Involve business and community stakeholders in events promotions	Publish 'What's On', quarterly events calendar	Events calendar published	Communications

PROSPERITY AND OPPORTUNITIES

CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Involve business and community stakeholders in events promotions	Operate community events financial assistance program and invite applications annually	Determine applications	Community Services
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Involve business and community stakeholders in events promotions	Maintain community events calendar on Council website	Requests processed within 10 days	Community Liaison
3.3.3	Develop attraction strategies for investment in the local economy	Provide information to businesses wishing to set up or expand in Strathfield LGA.	Implement a business strategy to encourage investment in the local economy	Implementation of strategy	Strategic Planning

LIVEABLE NEIGHBOURHOODS					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Make representations and implement changes where required as in response to State Government planning strategies and proposals	Representations made	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Review Council planning controls to ensure compliance with State Government framework	Controls reviewed in accordance with State Government requirements	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Assess planning proposals to amend the Local Environmental Plan	As required	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Heritage is valued, conserved and adapted	Assist owners of heritage listed properties through financial assistance program	Program offered annually	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Heritage is valued, conserved and adapted	Ensure heritage related Planning & Development s involving significant alterations or demolition are assessed and advised by external qualified heritage professionals.	Applications assessed	Planning & Development
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Heritage is valued, conserved and adapted	Implement Heritage Community Programs	Program implementation	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Consider needs of people living in medium to high density units	Review open space and community infrastructure in vicinity of medium to high density units	Status of review	Strategic Planning

LIVEABLE NEIGHBOURHOODS					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Consider needs of people living in medium to high density units	Coordinate community gardens programs in vicinity of medium to high density units	Programs implemented	Service Delivery
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Assess, determine and issue development and related applications and certificates within service standards.	Number of applications and certificates issued within service standards	Planning & Development
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Update Powells Creek flood study	Finalisation of study	Infrastructure Planning
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Maintain online mapping tool to assist with planning and development processes	Mapping available online	Strategic Planning
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Provide general planning advisory service to potential applicants within service standard	Service provided	Planning & Development
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Promote the use of pre-lodgement services for potential applicants	Number of development applications processed via pre-lodgement	Planning & Development
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Determine and issue planning and zoning certificates	s.149 certificates within 4 days Outstanding notices and order certificates issued within 3 working days	Customer Service
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Investigate and action complaints relating to building works approved by Council.	Respond within 10 working days of lodgement of registration	Environmental Services

LIVEABLE NEIGHBOURHOODS					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Advise and assist customers of complaint process for building works involving private certifiers	Respond within 10 working days of lodgement of registration	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Undertake annual inspection and registration of boarding houses	Respond within 10 working days of lodgement of registration	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Investigate complaints from the community concerning unauthorised uses of land eg brothels, unauthorised works, boarding houses etc	Respond within 2 days of lodgement of request	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Ensure compliance with fire safety regulations in commercial and medium to high density properties	Register within 7 days of receipt Issue reminders to lodge 30 days prior to due date Initiate action for non-lodgement or non-compliance.	Planning & Development
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Maintain and regularly prune park trees	Maintenance carried out in accordance with Council's program	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Service requests for street trees	Response within 10 working days	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Prune and maintain street trees	Pruned in accordance with program	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Monitor pruning of street trees by external utility providers	Pruned in accordance with agreed schedules	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Determine applications for tree pruning and/or removal and take action for breaches	Number of applications Issue of PINS and fines	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Ensure that facilities, parks and open spaces are properly maintained	Maintain Hudson Park Golf Course and Golf Driving Range	Maintain in accordance with schedules	Service Delivery

LIVEABLE NEIGHBOURHOODS					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.2.1	Maintain clean and attractive public street and landscapes	Ensure that facilities, parks and open spaces are properly maintained	Maintain parks and sportsgrounds to agreed service levels.	Three weekly cycle	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Sweep streets regularly within service standards	Service schedules met Amount of waste collected	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Weed containment of streets and carparks	4 times per year	Service Delivery
4.2.1	Maintain clean and attractive public street and landscapes	Improve waste management around medium to high density units	Investigate waste collection solutions specific to medium to high density units	Reduction of illegal dumping Reduction of level of waste contamination	Environmental Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Provide up to three on-call waste service to remove household items per year	Number of services provided Amount of waste removed	Environmental Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Manage weekly waste collection services	Collected on a scheduled day on a weekly basis 100% same day collection % of waste diverted from landfill	Environmental Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Manage fortnightly recycling and green waste collection services	Collected on a scheduled day on a fortnightly basis	Environmental Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Manage fortnightly recycling and green waste collection services	Collected on a scheduled day on a fortnightly basis % waste contamination	Environmental Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Educate community on efficient waste practices	Provide waste education services to the community consistent with State Government EPA and Waste Less, Recycle More program for 2016-2017	Number of waste education programs and strategies	Environmental Services

LIVEABLE NEIGHBOURHOODS					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Maintain stormwater pits and gross pollutant traps and annually inspect heavy use pits in accordance with scheduled program	Maintenance and inspection program implemented	Service Delivery
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Undertake drainage works identified in capital work programs and stormwater levy for 2016-2017 which include: <ul style="list-style-type: none"> • Mandemar Ave - construction of western wall of the channel upstream • South St, Amaroo Ave & The Boulevarde - survey and design of drainage pipes and pits 	Implemented in accordance with annual program	Infrastructure Planning & Service Delivery
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Finalise design and implement water sensitive urban design (WSUD) project at Madeline Street Strathfield South	Implementation of project	Environmental Services Corporate Strategy
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Clear blocked drainage pits	Within 2 of days of report being received	Service Delivery
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Manage, monitor and renew street trees as per budget allocation	Number of trees Number of renewals	Service Delivery
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Address tree vandalism in accordance with Council policy	Incident reporting	Service Delivery
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Prepare study of flora and fauna in Strathfield Local Government Area	Finalise by June 2017	Environmental Services Corporate Strategy
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Report on condition of water quality from monitoring and testing of rivers in Strathfield LGA	Monitoring reports	Environmental Services Corporate Strategy

LIVEABLE NEIGHBOURHOODS					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Investigate noxious and overgrown weed complaints on private and public land	Investigate within 10 working days	Service Delivery
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Natural area restoration of Coxs Creek, Mason Park Wetlands and Yarrowee Wetlands	Undertake works	Service Delivery
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Facilitate Clean Up Australia activities in Strathfield Local Government Area	Participate in activities	Service Delivery
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Participate and manage community events under the Treading Lightly regional sustainability program	Manage and promote events	Corporate Strategy
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Publish and update Sustainability information and advices on Council website	6 monthly review	Corporate Strategy
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Coordinate National Tree Day activities	Number of trees planted	Service Delivery
4.3.3	Protect and enhance Strathfield's biodiversity	Educate and partner with community for protection and improvement of natural areas including waterways	Operate Strathfield Native Nursery.	Number of plants propagated annually	Service Delivery
4.3.3	Protect and enhance Strathfield's biodiversity	Educate and partner with community for protection and improvement of natural areas including waterways	Implement Bushcare programs and encourage volunteer participation	Programs implemented Number of volunteer hours	Service Delivery

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.1.1	Community has opportunities to 'have say' and their voices are heard	Undertake regular consultation and engagement with the community on matters which affect them	Organise community update meetings to ensure effective communication with key stakeholders	Meetings held	Community Liaison
5.1.1	Community has opportunities to 'have say' and their voices are heard	Undertake regular consultation and engagement with the community on matters which affect them	Consult with and keep the community informed about: <ul style="list-style-type: none"> Traffic and parking proposals Planning controls changes Development proposals Major projects, proposals or initiatives 	As required	Infrastructure Planning Planning & Development Strategic Planning General Manager's Office
5.1.1	Community has opportunities to 'have say' and their voices are heard	Community 'has a say' at Council meetings	Conduct Open Forum at ordinary Council meetings	Number of open forum sessions held	Corporate Services
5.1.1	Community has opportunities to 'have say' and their voices are heard	Community 'has a say' at Council meetings	Public address of council and committee meetings	Number of requests to speak at Council and committee meetings	Corporate Services
5.1.1	Community has opportunities to 'have say' and their voices are heard	Educate and provide information to the community on the role of Council.	Provide educational tours for schools and community organisations on the role of local government and Council's role in the community as requested	Information provided Tours or consultations conducted	Community Liaison
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Publicly exhibit policies, plans, proposals and tenders in accordance with legislative and policy requirements	Public exhibition in accordance with legislative requirements	General Manager's Office
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Prepare, publish and distribute business papers of Council Meetings	Agendas and Business papers of Council meetings available on Council website 3 calendar days prior to meetings	Corporate Services

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Publish decisions of Council online within 5 business days of Council meetings	% published within 5 working days of meeting	Corporate Services
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Prepare updates to Council on significant changes and impacts by State and Federal Government on Council	As required	Corporate Strategy
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Develop councillors skills and knowledge through formal training, workshops, seminars and information briefings to enable them to fulfil their responsibilities to serve and make informed decisions	Program delivery	Corporate Services
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Provide information and briefing papers to Councillors	Councillor Bulletin issued weekly	Corporate Services
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Provide media briefing updates for Councillors	Issued weekly	Communications
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Monitor and report annually on Councillor fees, facilities and expenses policy	Annual reporting	Corporate Strategy
5.1.4	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Provide opportunities for Councillors to interact with the community and raise awareness of Councillors roles	Mayor and Councillor attendance at 'meet your councillor' meetings, council meetings and community meetings	Number of meetings held	Corporate Services
5.1.4	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Provide opportunities for Councillors to interact with the community and raise awareness of Councillors roles	Councillors' contact details updated on Council website	Information listed on website	Communications
5.1.5	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Maintain pecuniary and non-pecuniary conflicts of interest register	Register published and made available to the public in accordance with legislative requirements	Corporate Services

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.1.5	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Publish register of Councillors voting on planning decisions	Register available on website	Corporate Services
5.1.5	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Publish Council and committee meeting attendance records	Published in Annual Report	Corporate Services
5.1.5	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Disclosure of Interests Returns tabled.	Report tabled by October annually	Corporate Services
5.2.1	Lead in an ethical, open, accountable and transparent way	Respond to State Government initiatives affecting local government	Make representations and engage community on proposed local government reforms	As required	Corporate Strategy
5.2.1	Lead in an ethical, open, accountable and transparent way	Respond to State Government initiatives affecting local government	Implement changes required under NSW Local Government Reviews	As required, subject to release of directives from NSW Government	Corporate Strategy
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Council meetings are held in accordance with Local Government Act, Regulations and Code of Meeting Practice	Schedule minimum 10 ordinary council meetings annually	Corporate Services
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Code of Conduct Annual Report presented to Council.	Report published by December 2016	Legal
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Ensure all Councillors and staff are aware of public interest disclosure policy and processes	6 monthly report lodged with NSW Ombudsman Office.	Corporate Strategy
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Ensure all relevant parties are aware of Council's Business Ethics Policy	All contracts incorporate Business Ethics Policy	Legal
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Conduct training and updates for all staff and induction for all new employees	Staff attendance at regular training	People & Performance
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Manage privacy and personal information in accordance with Council's Privacy Management Plan and relevant legislation	Number of privacy applications	Corporate Strategy

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Develop and review policies. Publish all Council approved policies on Council website	Published within two weeks of approval	Corporate Strategy
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council has organisational capacity to deliver Community Strategic Plan	Implement and review Workforce Management Plan	Plan implemented in accordance with legislative requirements	People & Performance
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council has organisational capacity to deliver Community Strategic Plan	Ensure that all new employees receive induction training	Conduct 4 induction training per year	People & Performance
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council has organisational capacity to deliver Community Strategic Plan	Staff performance management, training and work plans aligned with Council's organisational goals, strategies and performance standards.	Bi-annual audit of workplans	People & Performance
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Council's Operational Plan is completed in accordance with legislative and policy requirements and placed on public exhibition for a period of 28 days prior to formal endorsement.	Adopted by 30 June each year	Corporate Strategy
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Annual Report is completed in accordance with requirements of the Local Government Act and Regulations.	Lodged with Office of Local Government by 30 November each year.	Corporate Strategy
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Prepare six-monthly Delivery Program progress report	Progress report presented to Council	Corporate Strategy
5.2.3	Provide safe work environments	Provide a safe & healthy work	Review and implement Council's Work	Regular reviews conducted	People &

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
	and minimise risk associated with Council activities	environment	Health & Safety (WH&S) Policy and WH&S Systems Plan		Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Report accidents, incidents and near misses in Council's workplaces and ensure follow up action is taken	Action taken	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Staff Health & Safety Committee convened and meets regularly	Minimum 4 meetings per year	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Implement Work Health & Safety Policy and education and training for staff	Programs implemented	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Certifications and licences for relevant staff and contractors are recorded and monitored to ensure currency	All relevant staff and contractors hold current certifications and licences	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Effective management and monitoring of workers compensation and Return to Work programs including case management	Process workers compensation claims with insurer within prescribed timeframes	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	All Council workplaces are audited annually	Annual audit	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Provide access to support and counselling services through Employee Assistance Program (EAP).	As required	People & Performance
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Conduct Internal Audit reviews of areas of high risk in accordance with Council's Internal Audit strategy	2 areas reviewed per year	Corporate Services
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Integrate Enterprise Risk Management Framework into Council operations to minimise risks	Implementation of strategy	Corporate Services

RESPONSIBLE LEADERSHIP

CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Review insurance portfolios annually in consultation with Council's brokers for commercial, market and service delivery improvement	Annual Review conducted	Corporate Services
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Manage ongoing processing of public liability and property claims.	Insurance and claims processed within specified timeframes	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Respond to call centre response times within standards	80% of calls answered within 20 seconds	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Respond to customer requests (non-complex)	Respond within 10 working days	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Conduct customer service satisfaction survey	Annual survey conducted	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Provide after-hours 24 hours / 7 days customer service	Customer service phone line available 24/7	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Provide and promote Council language translation services	Number of requests completed	Customer Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Maintain an effective and transparent customer complaint handling process	Manage complaints in accordance with Council's Complaints Handling policy	Number of complaints received and investigated	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Maintain effective Records and Information Management Systems	Monitor effectiveness of system	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Implementation of archive management plan and digitisation of significant records of business and historic importance	Plan implementation	Corporate Strategy

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Process and distribute correspondence to relevant staff to be actioned	Distributed within one day of receipt	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Ensure IT hardware equipment is updated regularly to maintain compatibility, reliability and optimum performance	Monitor compliance and upgrade as required	Information Technology
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Upgrade copper to fibre infrastructure to meet NBN standards (completion dependent on NBN rollout timeframes)	Meet standards issued by NBN	Information Technology
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Maintain and upgrade Council's core application systems and infrastructure to current release and supported standards	Ongoing review	Information Technology
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Identify and support efficiencies to business practices through improved use of Information Technology	Ongoing review	Information Technology
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Coordinate tendering and procurement processes in accordance with legislation, policy and guidelines	Number of tenders completed Contract register published on website	Corporate Services
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Issue outstanding rates notices (s.603 certificates)	Within 7 days of request	Finance

RESPONSIBLE LEADERSHIP					
CODE	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2016-2017 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Seek sponsorship to support council events and programs.	\$ contributed	Communications
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Prepare and distribute audited Annual Financial Statements	Annual Financial Statements to be lodged with Office of Local Government by 31 October 2016	Finance
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Prepare Annual Budget	Annual budget adopted in accordance with legislative requirements	Finance
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Prepare and report Quarterly Budget Reviews to Council in accordance with local government regulations	Quarterly Budget Reviews reported to Council for Sept, December and March quarters	Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Audit energy and water use and investigate and address anomalies in billing	Quarterly review	Corporate Strategy
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Implement collection processes for outstanding rates and charges	% debt outstanding	Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Review Council's fees and charges to ensure they are appropriate and consistent with other councils and reflect community capacity to pay	Ongoing review	Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Issue rate notices by 31 July and quarterly installments notices by 31 Oct, 31 Jan and 30 April.	Issue rates notices by due dates	Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Make investments in accordance with Council's Investment Policy and legislative requirements.	Investments made in accordance with policy and legislative requirements	Finance

Resourcing the Delivery Program

2016-2017 Budget

Income

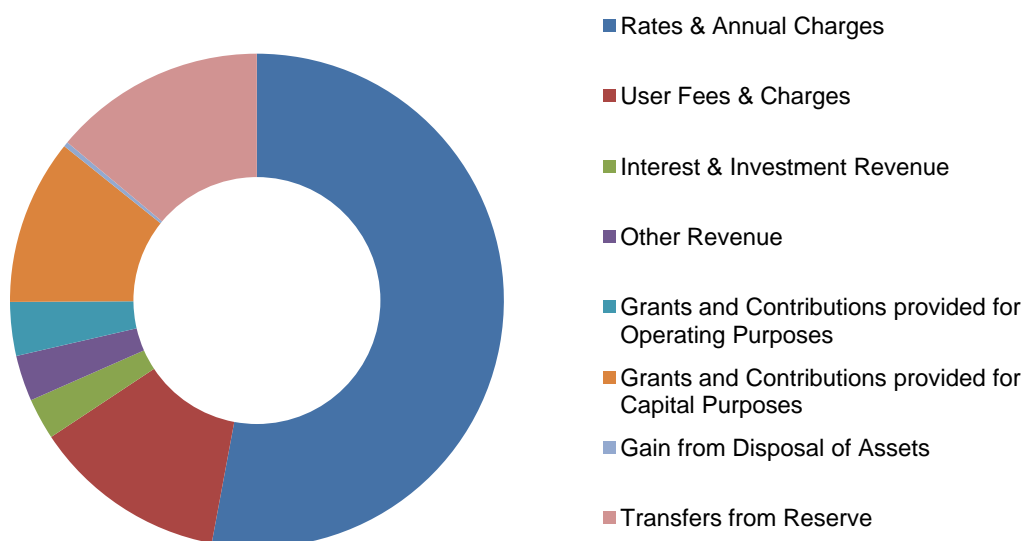
The total operating and capital income for 2016-2017 is estimated at \$41.9 million. The chart below shows the source of Council's income.

Council has adopted the 1.8% general rate increase set by the Independent Pricing and Regulatory Tribunal (IPART). For 2016-2017, IPART have set the rate peg at 1.8% based on the change in the Local Government Cost Index (LGCI) and a consideration of a productivity factor.

Overall rates and annual charges are estimated at \$23.1 million. This represents 62% of Council's total projected income. User fees and charges and other revenue are \$5.4 million and \$1.3 million respectively.

INCOME	\$
Rates and Annual Charges	23,133,000
User Charges and Fees	5,447,817
Interest and Investment Revenue	1,104,000
Other Revenue	1,232,000
Grants and Contributions provided for Operating Purposes	1,643,000
Grants and Contributions provided for Capital Purposes	4,454,000
Proceed from Disposal of Assets	135,000
Transfers from Reserve	4,760,000
TOTAL	41,908,817

Income by Source



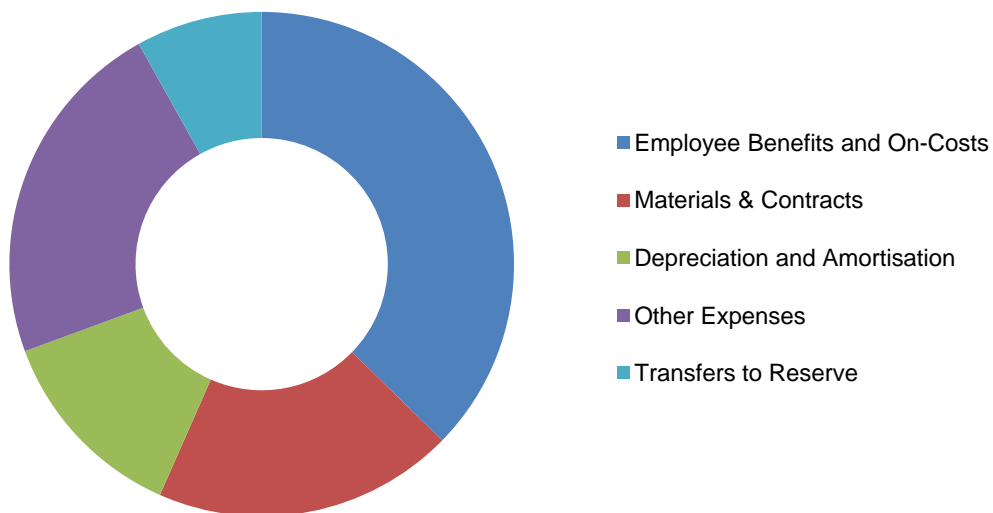
Expenses

Council's total operating and capital expenditure is estimated at \$41.9 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.

Council has budgeted capital projects totalling \$7.1 million.

EXPENSES	\$
Employee Benefits and On-Costs	14,376,887
Materials and Contracts	8,437,000
Other Expenses	8,430,930
Capital Expenditure	7,125,000
Transfers to Reserve	3,539,000
TOTAL	41,908,817

Expense Allocations



Budget Projections 2015/2016 – 2019/2020

Council	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME					
Rates & Annual Charges	22,104,985	23,133,000	23,780,826	24,208,881	24,644,641
User Fees & Charges	5,324,109	5,447,817	5,610,728	5,779,049	5,912,421
Interest & Investment Revenue	1,131,546	1,104,000	1,131,600	1,359,890	1,393,887
Other Revenue	1,253,426	1,232,000	1,262,800	1,294,370	1,326,729
Grants and Contributions provided for Operating Purposes	1,469,571	1,643,000	1,684,075	1,726,177	1,748,319
Grants and Contributions provided for Capital Purposes	4,528,279	4,454,000	4,565,350	4,679,484	4,796,471
Gain from Disposal of Assets	130,831	135,000	135,000	135,000	135,000
Total Income	35,942,748	37,148,817	38,170,379	39,182,851	39,957,468
EXPENSES					
Employee Benefits and On-Costs	13,896,795	14,376,887	14,727,943	15,095,212	15,502,072
Borrowing Costs	0	0	0	0	0
Materials & Contracts	7,189,576	8,437,000	8,636,200	8,808,780	8,984,809
Depreciation and Amortisation	4,759,430	4,836,000	4,932,720	5,031,374	5,132,002
Other Expenses	8,383,703	8,430,930	8,584,549	8,742,240	8,903,084
Total Expenses	34,229,504	36,080,817	36,881,412	37,677,607	38,521,968
Net Operating Result	1,713,243	1,068,000	1,288,967	1,505,244	1,435,500
Capital Expenditure	-6,386,275	-7,125,000	-9,612,659	-7,339,547	-6,660,955
Non-cash Depreciation and Amortisation	4,759,430	4,836,000	4,932,720	5,031,374	5,132,002
Transfers to Reserve	-3,017,056	-3,539,000	-3,625,487	-3,714,100	-3,804,893
Transfers from Reserve	5,819,901	4,760,000	7,016,459	4,457,494	3,877,872
Working Funds Surplus / (Deficit)	2,889,243	0	0	-59,534	-20,474
Net Operating Result Before Grants and Contributions provided for capital Purposes	-2,815,036	-3,386,000	-3,276,383	-3,174,240	-3,360,971

Budget Projections 2015/2016 – 2019/2020

Connectivity	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME					
Rates & Annual Charges	0	0	0	0	0
User Fees & Charges	1,445,578	1,230,817	1,267,218	1,305,234	1,344,391
Interest & Investment Revenue	352,853	300,000	307,500	315,188	323,067
Other Revenue	36,480	19,000	19,475	19,962	20,461
Grants and Contributions provided for Operating Purposes	368,236	341,000	349,525	358,263	367,220
Grants and Contributions provided for Capital Purposes	817,074	691,000	708,275	725,982	744,131
Proceed from Disposal of Assets	0	0	0	0	0
Gain from Disposal of Assets	130,831	135,000	135,000	135,000	135,000
Total Income	3,151,052	2,716,817	2,786,993	2,859,628	2,934,270
EXPENSES					
Employee Benefits and On-Costs	3,103,008	2,691,000	2,758,275	2,827,232	2,897,913
Borrowing Costs	0	0	0	0	0
Materials & Contracts	963,131	1,491,000	1,549,025	1,577,551	1,606,585
Depreciation and Amortisation	0	0	0	0	0
Other Expenses	978,678	1,109,000	1,131,180	1,153,804	1,176,880
Total Expenses	5,044,817	5,291,000	5,438,480	5,558,586	5,681,378
Net Operating Result	-1,893,764	-2,574,183	-2,651,487	-2,698,958	-2,747,107
Capital Expenditure	-2,717,397	-2,687,000	-8,652,659	-7,014,547	-5,135,955
Non-cash Depreciation and Amortisation	0	0	0	0	0
Transfers to Reserve	-3,274,031	0	0	0	0
Transfers from Reserve	3,670,133	0	0	0	0
Working Funds Surplus/(Deficit)	-4,215,059	-5,261,183	-11,304,146	-9,713,505	-7,883,062

Budget Projections 2015/2016 – 2019/2020

Community Wellbeing	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME					
Rates & Annual Charges	5,787,887	6,588,000	6,706,584	6,827,303	6,950,194
User Fees & Charges	2,534,495	2,605,000	2,683,150	2,763,645	2,846,554
Interest & Investment Revenue	74,493	50,000	51,250	52,531	53,845
Other Revenue	732,443	735,000	753,375	772,209	791,515
Grants and Contributions provided for Operating Purposes	328,652	375,000	384,375	393,984	403,834
Grants and Contributions provided for Capital Purposes	2,777,436	2,829,000	2,899,725	2,972,218	3,046,524
					0
Total Income	12,235,406	13,182,000	13,478,459	13,781,890	14,092,464
EXPENSES					
Employee Benefits and On-Costs	4,340,067	5,119,000	5,240,725	5,371,641	5,505,828
Borrowing Costs	0	0	0	0	0
Materials & Contracts	2,982,457	3,631,000	3,703,620	3,777,692	3,853,246
Depreciation and Amortisation	0	0	0	0	0
Other Expenses	5,768,886	5,758,000	5,857,680	5,959,334	6,063,020
Total Expenses	13,091,410	14,508,000	14,802,025	15,108,667	15,422,095
Net Operating Result	-856,004	-1,326,000	-1,323,566	-1,326,777	-1,329,630
Capital Expenditure	-853,630	-3,308,000	0	0	-730,000
Non-cash Depreciation and Amortisation	0	0	0	0	0
Transfers to Reserve	0	-3,255,000	-3,336,375	-3,419,784	-3,505,279
Transfers from Reserve	857,630	3,910,000	6,686,459	4,407,494	3,377,872
Working Funds Surplus/(Deficit)	-852,004	-3,979,000	2,026,518	-339,067	-2,187,038

Budget Projections 2015/2016 – 2019/2020

Prosperity & Opportunities	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME					
Rates and Annual Charges	0	0	0	0	0
User Fees & Charges	0	0	0	0	0
Interest and Investment Revenue	0	0	0	0	0
Other Revenue	30,304	40,000	41,000	42,025	43,076
Grants and Contributions provided for Operating Purposes	0	0	0	0	0
Grants and Contributions provided for Capital Purposes	0	0	0	0	0
Total Income	30,304	40,000	41,000	42,025	43,076
EXPENSES					
Employee Benefits and On-Costs	499,803	478,000	489,950	502,199	514,754
Borrowing Costs	0	0	0	0	0
Materials & Contracts	482,130	580,000	591,600	603,432	615,501
Depreciation and Amortisation	0	0	0	0	0
Other Expenses	558,020	544,000	554,880	565,978	577,297
Total Expenses	1,539,953	1,602,000	1,636,430	1,671,608	1,707,552
Net Operating Result	-1,509,649	-1,562,000	-1,595,430	-1,629,583	-1,664,476
Capital Expenditure	-2,171,987	-265,000	-270,000	-260,000	-280,000
Non-cash Depreciation and Amortisation	0	0	0	0	0
Transfers to Reserve	0	0	0	0	0
Transfers from Reserve	1,750,000	0	0	0	0
Working Funds Surplus/(Deficit)	-1,931,636	-1,827,000	-1,865,430	-1,889,583	-1,944,476

Budget Projections 2015/2016 – 2019/2020

Liveable Neighbourhoods	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME					
Rates and Annual Charges	0	0	0	0	0
User Fees & Charges	1,213,722	1,476,000	1,520,280	1,565,888	1,572,865
Interest and Investment Revenue	0	0	0	0	0
Other Revenue	2,060	4,000	4,100	4,203	4,308
Grants and Contributions provided for Operating Purposes	0	0	0	0	0
Grants and Contributions provided for Capital Purposes	434,309	434,000	444,850	455,971	467,371
					0
Total Income	1,650,091	1,914,000	1,969,230	2,026,062	2,044,543
EXPENSES					
Employee Benefits and On-Costs	1,406,156	1,476,000	1,512,900	1,550,723	1,589,491
Borrowing Costs	0	0	0	0	0
Materials & Contracts	833,414	501,000	613,429	625,280	637,786
Depreciation and Amortisation	0	0	0	0	0
Other Expenses	83,739	98,000	99,960	101,959	103,998
Total Expenses	2,323,308	2,075,000	2,226,289	2,277,962	2,331,275
Net Operating Result	-673,217	-161,000	-257,059	-251,900	-286,732
Capital Expenditure	0	0	0	0	0
Non-cash Depreciation and Amortisation	0	0	0	0	0
Transfers to Reserve	0	0	0	0	0
Transfers from Reserve	25,000	0	0	0	0
Working Funds Surplus/(Deficit)	-648,217	-161,000	-257,059	-251,900	-286,732

Budget Projections 2015/2016 – 2019/2020

Responsible Leadership	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME					
Rates & Annual Charges	16,317,098	16,545,000	17,074,242	17,381,578	17,694,447
User Fees & Charges	130,314	136,000	140,080	144,282	148,611
Interest & Investment Revenue	704,200	754,000	772,850	992,171	1,016,976
Other Revenue	452,139	434,000	444,850	455,971	467,371
Grants and Contributions provided for Operating Purposes	772,683	927,000	950,175	973,929	977,265
Grants and Contributions provided for Capital Purposes	499,460	500,000	512,500	525,313	538,445
Proceed from Disposal of Assets	0	0	0	0	0
					0
Total Income	18,875,894	19,296,000	19,894,697	20,473,245	20,843,114
EXPENSES					
Employee Benefits and On-Costs	4,976,895	4,989,000	5,106,359	5,234,018	5,394,868
Borrowing Costs	0	0	0	0	0
Materials & Contracts	1,499,311	1,877,887	1,818,660	1,855,033	1,892,134
Depreciation and Amortisation	4,759,430	4,836,000	4,932,720	5,031,374	5,132,002
Other Expenses	994,381	901,930	920,449	940,358	960,665
Total Expenses	12,230,017	12,604,817	12,778,188	13,060,783	13,379,669
Net Operating Result	6,645,878	6,691,183	7,116,510	7,412,462	7,463,445
Capital Expenditure	-643,261	-865,000	-690,000	-65,000	-515,000
Non-cash Depreciation and Amortisation	4,759,430	4,836,000	4,932,720	5,031,374	5,132,002
Transfers to Reserve	256,975	-284,000	-289,112	-294,316	-299,614
Transfers from Reserve	-482,862	850,000	330,000	50,000	500,000
Working Funds Surplus/(Deficit)	10,536,160	11,228,183	11,400,118	12,134,521	12,280,833

2016-17 Budget - Capital Works

Description	Amount	Funding Type	New/ Renewal	Assets Type
Roads				
General Roads Restorations	299,000	Operating	Renewal	Road
Local Roads Heavy Patching	163,000	Operating	Renewal	Road
Bressington Park - Reconfiguration of car park Stage 2 Construction	220,000	S94	New	Road
Underwood Rd-Pomeroy St to Short St (260x1950)	130,000	Operating	Renewal	Road
Road Rest. Albert Rd-Duke St to Stewart Pl (119x892.5)	62,000	Operating	Renewal	Road
Road Restt. Barker Rd-Oxford Rd to South St (174x1305)	87,000	Operating	Renewal	Road
Road Rest Wallis Ave-Strathlora St to Ravenna St (118x885)	59,000	Operating	Renewal	Road
Road Rest Albyn Rd-Cotswold Rd to Homebush Rd (114x855)	59,000	Operating	Renewal	Road
Road Rest Prentice Lane - South of Verona Street	20,000	Operating	Renewal	Road
LATM Projects	148,000	S94	Renewal	Road
Local Area Traffic Management Projects	80,000	Operating	New	Road
Loftus Crescent/Crane St - Traffic calming devices	40,000	Operating	New	Road
Newton Rd/Pemberton Rd - Intersection upgrade	40,000	Operating	New	Road
Ada Ave - Traffic calming devices	60,000	Operating	New	Road
Carrington Road - Raised pedestrian crossing	70,000	Operating	New	Road
RMS Co-funded works	100,000	Operating	New	Road
Total Road Works	1,637,000			
Community Facilities				
Community Facilities Upgrades	265,000	Operating	Renewal	Building
Total Community Facilities	265,000			
Footpath				
General Footpath Programme	475,000	Operating	Renewal	Footpath
Footpath Rest. The Crescent - The End to Mackenzie St (1817 x 1.5)	231,000	Operating	Renewal	Footpath
Footpath Rest. Beresford Rd - Elva St to Dickson St (582 x 1.8)	89,000	Operating	Renewal	Footpath
Total Footpath Works	795,000			
Building				
Freshwater Park - Construct Amenities Block - 2 changerooms, storeroom, kiosk and toilets	262,000	S94	New	Building
Bressington Park - Amenities Block 4 changerooms, 4 storerooms, Council store, kiosk & toilet	474,000	S94	New	Building
Begnell Field - Embellishment & new building	687,000	S94	New	Building
Barks Hut Reserve –Stage 1- Embellishment & New Building	362,000	S94	New	Building
Cooke Park - Construct Amenities block – 4 changerooms, storerooms, kiosk and toilet	496,000	S94	New	Building

Description	Amount	Funding Type	New/ Renewal	Assets Type
Total Building Works	2,281,000			
Park Assets				
S94 Airey Park Building Project	237,000	S94	New	Park Assets
S94 Cooke Park - Lighting & Field Upgrade - Contractors	80,000	S94	Renewal	Park Assets
Cooke Park - 20m light pole 2 Phillips Optivision per pole x6	180,000	S94	New	Park Assets
Total Park Asset Works	497,000			
Stormwater Drainage				
Mandemar Ave - Construction of western wall of the channel upstream	400,000	Stormwater Reserve	New	Stormwater Drainage
South St, Amaroo Ave & The Boulevarde - Survey design & construction of drainage pipes and pits	450,000	Stormwater Reserve	New	Stormwater Drainage
Total Stormwater Drainage Works	850,000			
Other				
Corporate Services - Purchase of Assets	550,000	Operating	Renewal	Plant
Asset - Purchase of Library Books - Materials	85,000	Operating	New	Library Books
Information Technology Capital Projects	150,000	Operating	New	IT
Office Furniture & Fitting	15,000	Operating	New	Equipment
Total Other	800,000			
Total 2016-17 Capex	7,125,000			

Revenue Policy 2016-2017

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

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

Ordinary Rate - Ad Valorem / Base Rate

Strathfield Council proposes for 2016-2017 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 2016-2017:

- A Residential Ordinary Rate of 0.103761 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 \$435 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.403053 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 \$435 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 1.8% as set by IPART.

IPART rate calculations are based on land valuations with a base date of 1 July 2013, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the *Local Government Act*. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 8% per annum for the 2016-2017 financial year.

2016-2017 Rate Revenue

Residential		\$	
Base amount	\$435	5,590,620	49.19%
Cents in dollar	0.103761	5,775,748	50.81%
	TOTAL	11,366,368	100%
Business			
Base amount	\$435	451,965	8.78%
Cents in dollar	0.403053	4,695,169	91.22%
	TOTAL	5,147,134	100%

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

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

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

Domestic Waste Management Charges

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

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

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

(c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

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

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

Waste and Environment Levy and Tipping Fees

Section 88 of the *Protection of the Environment Operations Act 1997* requires a levy to be imposed on each tonne of waste received for disposal at landfill. This levy is designed to encourage resource recovery and recycling of waste, and is added to the disposal charges ('tipping fee' see below) set by waste and recycling disposal facilities. The levy charge is established under Clause 5 of the *Protection of the Environment Operations (Waste) Regulation 2005* and is adjusted annually in line with the Consumer Price Index. This is set at \$136 per tonne. This levy is included as part of the tipping fees paid by Council to waste recycling disposal facilities (eg Veolia) for utilising their transfer stations to dispose of waste (garbage and clean up material).

Environmental Challenges

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

Proposed Charges

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in a proposed charge of \$485 for 2016-2017.

2016-2017 Domestic Waste Management Service Charges

Service	Cost (\$)
Minimum service	485
Additional service - 120L Garbage	164
Additional service - 240L Garden vegetation	164
Additional service - 240L Recycling	127
Yield for the minimum service	6,640,000

Stormwater Management Service Charge

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

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

Council's objectives for stormwater management include:

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

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

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

Service Charge

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

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

The purpose of the charge is to allow Councils the option to raise additional revenue to cover some or all of the costs of providing new or additional stormwater management services within a catchment, suburb or LGA. The levy provides a reliable revenue source for stormwater works in regard to publicly notified programs set out in the Operational Plan.

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

The additional stormwater services may include:

- Mainstream flood mitigation works
- Local drainage and overland flow path upgrades
- Urban drainage renewal

- Water quality infrastructure
- Stormwater maintenance
- Studies or investigations to identify appropriate works
- Enhanced pipe drainage maintenance

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

Stormwater and Drainage Works Program 2016-2017

Council has established a Stormwater Management Service Charge. Provisions for major works have been provided within the ten year long term financial plan and the works program will be reviewed every year as part of the Operational Plan and budget development process.

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

Based on the funding projections, and estimates for design, consultation and approvals, Council will undertake drainage works with estimated value of \$850,000. This will be funded from the stormwater charge 2016-2017 as well as funds carried over from prior years.

- | | |
|--|-----------|
| • Mandemar Avenue – Construction of western wall of channel upstream | \$400,000 |
| • South Street, Amaroo Avenue and The Boulevard – Survey and design of drainage pipes and pits | \$450,000 |

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify those business activities in accordance with the guidelines set down by the Office of Local Government.

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

Pricing Policy for Council Fees and Charges

In accordance with Section 608 of the *Local Government Act 1993* and other relevant legislation, Council charges and recovers approved fees and charges for services it provides.

The 2016-2017 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* and *Companion Animals Act*.

In determining the amount of fees and charges, Strathfield Council shall consider the following factors:

- the cost of providing the service
- the importance or benefit of the service to the community
- prices fixed by the relevant industry bodies
- any factors specified in the Local Government regulations

In accordance with the Section 610D of the *Local Government Act 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.