

## Part 3

Sections 1, 2 & 3 and Fees and Charges  
**Delivery Program 2014-2018**  
**Operational Plan 2017-2018**

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## **Section 1: Introduction to Delivery Program 2014-2018 and Operational Plan 2017-2018**

Thank you for taking the time to read through Strathfield Council's Delivery Program for 2014-2018 and its Operational Plan for 2017-2018.

The Integrated Planning and Reporting framework was adopted by Council in 2012. The Community Strategic Plan – Strathfield 2025 – was first adopted in 2012 after extensive community engagement. The goals and strategies of 'Strathfield 2025' are implemented via Council's Delivery Program and Operational Plan.

The Council Operational Plan 2017-2018 is derived from the Delivery Program 2014-2018 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 reports quarterly to the community on its progress against the Budget, with a progress report on the performance of the Delivery Program presented at minimum every six months.

## Snapshot - Strathfield Council issues and performance

### Council Merger update

At the time of writing, the proposed merger of Strathfield Council with Burwood Council and City of Canada Bay has not been resolved and is subject to legal action. Below is a summary of the background and current outstanding issues:








- In late 2015, the NSW State Government presented proposals for forced mergers of most Sydney metropolitan councils including Strathfield Council. The proposal for Strathfield Council involves the forced merger of Strathfield with City of Canada Bay and Burwood Councils.
- Council is financially sustainable as an independent council. In the last audited financial statement, Council met or exceeded the majority of industry benchmarks for financial sustainability. The Strathfield community, through regular consultations and independent surveys, has overwhelmingly opposed the merger of Strathfield Council. Council resolved to oppose the merger proposal in its representations to the NSW Government and in 2016, commenced legal action.
- On 6 January 2016, the Minister for Local Government formally referred the merger proposal to the Chief Executive of the Office of Local Government for examination and report under the Act. A Delegate was then appointed to conduct a public inquiry, call for written submissions, and prepare a report with due regard to factors in section 263(3) of the *Local Government Act*. These factors include financial considerations, communities of interest, elected representation, employment of staff, services and facilities, and the attitude of residents and ratepayers.
- In March 2016, the Delegate prepared a report relating to the Proposal, which was referred to the Boundaries Commission. The Boundaries Commission provided commentary to the Minister on 22 April 2016. The commentary provided that the Delegate had adequately considered the factors required by section 263(3) of the Act, with the exception of financial advantages or disadvantages, community of interest and geographic cohesion in the existing areas and in any proposed new area and opinions of each of the diverse communities.
- Strathfield Council brought proceedings in the Land and Environment Court seeking amongst other things, an order that the Original Report was void and of no effect. On 20 September 2016, his Honour Justice Tim Moore handed down his judgement which included a declaration that the Original Report was not a valid report in satisfaction of the requirements of s 218F(6)(a) of the Act.
- Subsequently, the Delegate prepared a Revised Report, dated September 2016. The Revised Report was referred to the Boundaries Commission on 5 October 2016. The Boundaries Commission provided commentary to the Minister on 10 October 2016 including that the

Delegate had adequately considered the factors required by section 263(3) of the Act, with the exception of financial advantages or disadvantages.

- Strathfield Council has commenced proceedings in the Land & Environment Court with hearing dates in March 2017 and Court of Appeal in April 2017.

### Financial sustainability/performance

The independent audit of Strathfield Council’s most recent financial statements (2015-2016) concluded that Council met or exceeded the industry benchmarks for financial sustainability (as set out in NSW Government’s Fit for the Future program) in all categories except collection of outstanding rates and charges. Collection of outstanding rates and charges has been addressed and it is expected that Council will achieve this standard in the 2016-2017 financial year.

| Strathfield Council Financial Performance (2016-2017) |   |   |  |   |   |   |   |
|---|---|---|--|---|---|---|---|
| Benchmark   | Operating Performance Ratio   | Own Source Revenue Ratio  | Debt service cover ratio   | Outstanding rates and charges   | Asset Maintenance Ratio   | Building & Infrastructure Renewals  | Infrastructure Backlog  |
| Benchmark indicator                                   | Minimum > = 0%  | Minimum > = 60%   | Minimum > =2.0   | Minimum > =2%<br>Maximum > = 5%   | Minimum > = 1.00x   | Minimum > = 100%  | Minimum > = 2%  |
| Rating  | 1.29%   | 73.96%  | 0%   | 5.90%   | 1.7x  | 104.57%   | 1.86%   |
|   |  |  |  |  |  |  |  |

### Key to ratings

 - achieved or exceeded benchmark indicator

 – below benchmark indicator

## Improving the Strathfield's Community assets, places and facilities

Over the 2016-2017, Strathfield Council implemented improvements to community assets, places, facilities and plans which will be completed by June 2017. This includes:

- upgrading of the Strathfield Town Centre including upgrading of the paved areas to contemporary granite paving, enhanced public lighting and increased landscaped areas
- upgrades to the Strathfield Town Hall & associated Council buildings
- replacement of playgrounds in various Strathfield parks
- implementing public Wifi and CCTV in the Strathfield Town Centre.
- improvement of Council's Urban Design and Heritage Standards through review of three Development Control Plans for public notification of development applications, heritage and urban design controls
- adoption of Council's Active Transport Plan and Community Safety Strategy

## Council performance and service delivery

An independent community survey was commissioned in December 2016 to assess community views on Strathfield Council's performance, services and facilities. The results of this survey indicate high levels of community satisfaction with Council's performance and delivery of services, with the majority of Council's performance and service delivery achieving or exceeding good to excellent ratings of 60%.

| Question              | Council performance | Delivery of Services | Customer Services | Community participation and cohesion | Maintenance | Community Facilities & Services | Streetscape Appearance | Community Safety |
|-----------------------|---------------------|----------------------|-------------------|--------------------------------------|-------------|---------------------------------|------------------------|------------------|
| Good-Excellent rating | ☺                   | ☺                    | ☺                 | ☺                                    | ☺           | ☺                               | ☺                      | ☺                |

## Highlights from this Plan

Following from the results of the community survey and a workshop of Councillors and senior Council staff, priorities for actions and expenditures was established for 2017-2018. These include:

- Progressing new or upgraded infrastructure and capital works to support greater liveability by providing places that meet needs and aspirations of the Strathfield community. These include:
  - new amenities facilities and all-ability playgrounds in many local parks
  - all weather sportsgrounds and playing fields in Strathfield and Homebush
  - improvements to the Homebush and Homebush West Town Centres
  - construction of stage 1 of the Australian Korean Garden at Bressington Park Homebush
  - construction of the Belfield Community Hub at Elliot Reserve, Belfield
  - construction of the Melville Reserve Facility at Homebush West
- Improvement of the quality of development and planning in the Strathfield Council area by establishing an Independent Hearing and Assessment Panel and review and adoption of stronger and more comprehensive Urban Design and Heritage Standards to improve the quality of local neighbourhoods and streetscapes
- Continue development of Strathfield Town Centre Strategy
- Investment in upgrades of roads and footpath infrastructure
- Upgrade of the Cooks River Cycleway, which runs through the Strathfield Council area
- Establishment of CCTV in Homebush and Homebush West Town Centres to improve community safety
- Development of an Integrated Transport Plan for the Strathfield Council area
- Expansion of public access WiFi in Homebush and Homebush West Town Centres
- Provision and enhancement of the quality of Council's core service delivery areas in community, environmental, library and information and planning and development services
- Delivery of a range of community programs, events and services for the Strathfield area that connect and support local communities
- Increased enforcement of parking and traffic controls in the Strathfield Council area
- Investment in renewable energy. All new Council owned buildings will be designed for passive cooling and heating and will incorporate rainwater harvesting and semi off-grid independent solar systems to meet baseload electricity needs and solar technology for hot water.

## Councillors

Strathfield's Councillors were elected in September 2012. The Mayor and Deputy Mayor, Cr Andrew Soulos and Cr Stephanie Kokkolis, were elected in September 2016. Councillors are elected to serve for a four year period. The scheduled local government election in September 2016 was deferred due to the merger proposal remaining unresolved with legal action still ongoing. Therefore, the Council term which commenced September 2012 has been extended.



**Mayor  
Cr Andrew Soulos**



**Deputy Mayor  
Cr Stephanie  
Kokkolis**



**Cr Daniel Bott**



**Cr Raj Datta**



**Cr Helen  
McLucas**



**Cr Sang Ok**



**Cr Gulian  
Vaccari**



## 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.

## **STRATHFIELD DEMOGRAPHICS – Snapshot of the Strathfield area**

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

### **Strathfield – the place:**

- Strathfield Council has a total area of approximately 14.1 square kilometres.
- Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city.
- Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.
- The Council area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.
- Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.
- Strathfield Council is a major transport hub with three train stations at Strathfield, Homebush and Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Parramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/Westconnex pass through Strathfield.
- Strathfield is considered the educational centre of the Inner West with 15 public and private schools and a university.

### **Strathfield – its people:**

- As at 30 June 2015, the estimated residential population (ERP) of Strathfield was 40,125. This represents an increase of 4,937 people since the 2011 ABS Census. From 2006 to 2011, Strathfield Council area's population increased by 3,210 people.
- Analysis of the household/family types in Strathfield Council area in 2011 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 34.8% in Greater Sydney and 30.3% in Inner West and 17.6% are lone households in Strathfield compared to 21.5% in Greater Sydney and 23.4% in Inner West (2011 ABS Census).
- The Indigenous population represents 0.3% of the Strathfield population or 101 people (2011 ABS Census).

- Strathfield has greater cultural diversity than the rest of NSW with approximately 52% of residents born overseas compared to 34.2% for Greater Sydney Area (2011 ABS Census).
- Over 52% of the population was born in countries other than Australia. Outside of those born in Australia, the main countries of birth are China, Korea (South), India, Sri Lanka and Hong Kong. Nearly 60% of residents speak a language other than English, though most residents speak more than one language. Languages other than English spoken at home include Korean, Cantonese, Mandarin, Tamil and Arabic. 71% are Australian citizens (2011 ABS Census).
- Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. However, there is a smaller percentage of persons aged 35 to 49 years and 5 to 11 years than Greater Sydney, respectively 19.6% to 21.9% and 7.2% to 8.7% (2011 ABS Census).
- The largest changes in age structure in the Strathfield area between 2006 and 2011 were in the following age groups:
  - 25 to 34 years (+1993 people)
  - 50 to 59 years (+ 540 people)
  - 60 to 69 years (+400 people)
  - 0 to 4 years (+377 people)

#### **Strathfield's environment – natural and built:**

- Strathfield has large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.
- Strathfield's main waterways are: Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.
- Strathfield Council contains a high proportion of medium and high density type dwellings, 51.8% compared to 47.8% of separate houses (ABS Census 2011). This is a significant difference to Greater Sydney, where 40% are medium to high density.
- Analysis of the monthly housing loan repayments of households in Strathfield Council area compared to Greater Sydney shows that there was a larger proportion of households paying high mortgage repayments (\$2600 per month or more), and a smaller proportion of households with low mortgage repayments (less than \$1000 per month).
- Overall, 37.5% of households were paying high mortgage repayments, and 10.8% were paying low repayments, compared with 36% and 11.9% respectively in Greater Sydney.

#### **Strathfield's socio-economy status:**

- On the socio-economic index (SEIFA) Strathfield Council ranks in the top 20% of NSW as the least disadvantaged Council areas with a disadvantage index of 1,022.1.
- The dominant housing tenure type in Strathfield in 2011 was either under purchase or fully owned (56%). This increased by 761 since 2006. A total of 34.5% persons were renting, which was an increase of 248 from 2006.
- The top three industries in Strathfield were Transport, Postal and Warehousing (16.7%), Wholesale (15%) and Retail Trade (12.8%).

#### **Strathfield's economy:**

- Strathfield Council has the highest amount of developed and undeveloped employment land in the Inner West
- Estimated Gross Regional Product (GRP) of Strathfield area was \$3.449 billion as at 30 June 2015 (NIEIR 2016)
- 5561 business are registered in the Strathfield Council area (ABS 2015).
- There is an estimated 26,545 jobs in the Strathfield Council area (NIEIR 2015).
- Transport, Postal and Warehousing is the largest employer in Strathfield Council area, making up 16.7% of total employment.
- The resident labour force of Strathfield in 2011 was 16,489, of which 65% worked full-time and 33% part-time. This was an increase of 2437 persons since Census 2006. It is estimated by 30 June 2015, 20,604 Strathfield residents were in employment (NIEIR 2016).

#### **Governance of Strathfield:**

- The Strathfield Council area is located in the federal electorate of Reid, represented by Craig Laundy MP (Liberal Party) and the electorate of Barton, represented by Tony Bourke MP (Labor Party).
- Strathfield Council is located in the state electorate of Strathfield, represented by Jodi McKay MP and electorate of Lakemba, represented by Jihad Dib MP (Labor Party).
- Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in 2012.
- Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The Council area has expanded in size with addition of new areas. This includes additions of the Flemington area (now Homebush West) in 1892 and the Richmond Road precinct in 1930, the former Homebush Council in 1947 and the west ward of the former Enfield Council in 1949. There have been two minor boundary adjustments in 1953 with Bankstown Council and 1992 with Auburn Council.

## **How Council Works**

Local government in NSW is based on the principle of representative democracy. This means that the people elect representatives (councillors) to their local council to make decisions on their behalf. In New South Wales, local government elections are generally held in September every four years. The last election was held on 13 September 2012. Due to NSW Government proposals concerning Council amalgamations, the current term has been extended past the usual four years.

All residents of Strathfield Local Government Area (LGA) who are eligible to vote must vote. Property owners who live outside of the LGA may vote by registering their intention to vote on the non-residential roll.

Strathfield Council is made up of seven Councillors. The Mayor is elected from and by the Councillors. The Mayor chairs Council meetings, represents Council at official functions and is Council's official spokesperson.

The Mayor and Councillors meet regularly at formal Council Meetings to make decisions on policies and other important issues. It is the responsibility of the General Manager and Council staff to implement the decisions of Council.

The General Manager is the Chief Administrative Officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services. The powers of Council are derived from the *Local Government Act 1993* and other Acts enacted by the Parliament of NSW.

It is the responsibility of Councillors to make decisions on all areas of policy and resourcing priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one vote. In the case of an equal number of votes, the Chairperson has the casting vote.

### **Meetings open to the public**

Council's Ordinary meetings are held on the first and third Tuesday of the month commencing at 6.30pm at Strathfield Council Chambers. At these meetings, reports from Council officers are submitted, with a recommendation, for the consideration of the councillors. The councillors then make a resolution based on these reports that can be acted upon immediately by Council staff. Council Meetings are open to the public, but there are occasions when a meeting will be closed to the public as discussions may relate to legal, or other confidential matters.

## **Section 2: Delivery Program and Operational Plan**

### **Understanding the Delivery Program and Operational Plan**

Council, in consultation with the community, developed Strathfield 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. 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

#### **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 2017-2018**

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.

## **How we will measure our progress?**

### **Monitoring and Reporting**

In accordance with Integrated Planning and Reporting requirements, the Operational Plan is prepared each year in conjunction with the periodic review of Council's Delivery Program and Resourcing Strategy.

A financial assessment of performance is reported quarterly to Council in accordance with the *Local Government Act 1993*.

A progress report on the performance of the Delivery Program is presented at minimum every six months to Council.

### **Annual Report**

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.

# Connectivity Theme

The community strategic plan, Strathfield 2025, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies. Strathfield is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2025 and beyond.

The broad theme of connectivity is divided up into three key goals: transport, integrated planning and communication technologies. The key goals that are seen as important to achieving the aspiration of a more connected community are as follows:

## ***Goal 1.1 - Movement to and from Strathfield is easy and safe***

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.

## ***Goal 1.2 - Infrastructure and development is integrated, planned and sustainable***

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.

## ***Goal 1.3 - Information and digital technologies connect local to global***

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.



| CONNECTIVITY THEME          |  |                            |  |                                    |  |   |                         |
|-----------------------------|--|----------------------------|--|------------------------------------|--|---|-------------------------|
| STRATHFIELD 2025 STRATEGIES |  | DELIVERY PROGRAM 2014-2018 |  | OPERATIONAL PLAN 2017-2018 ACTIONS |  | PERFORMANCE MEASURES  | RESPONSIBILITY          |
| 1.1.1                       | Collaborate with relevant parties to provide accessible, available and sustainable public transport options. | 1.1.1.1                    | Work with State Government and relevant parties to improve and integrate transport | 1.1.1.1.1                          | Respond to State Government and regional transport proposals impacting on the Strathfield Council area                                   | Strathfield interchange is on the Light Rail network by 2025  | Infrastructure Planning |
|                             |  | 1.1.1.2                    | Promote use of public transport  | 1.1.1.2.1                          | Implement priority actions connecting with public transport from Council's Active Transport Plan.  | Completion of Active Transport network to Public Hubs by 2019 | Infrastructure Planning |
|                             |  | 1.1.1.3                    | Improve major transport interchanges   | 1.1.1.3.1                          | Progress development of the Strathfield Town Centre Strategy   | Masterplan finalised by 2021                                  | Planning & Development  |
|                             |  |                            |  | 1.1.3.1.2                          | Lobby and respond to proposals concerning major transport interchanges in Strathfield LGA  | Redevelopment of Strathfield Interchange by 2020              | Planning & Development  |
| 1.1.2                       | Address impacts of traffic congestion  | 1.1.2.1                    | Monitor and improve identified areas of traffic congestion                         | 1.1.2.1.1                          | Undertake traffic study of Strathfield Council area and prioritise actions to address traffic congestion.                                | Completion of an Integrated Transport Plan by 2018            | Infrastructure Planning |
| 1.1.3                       | Improve mobility and accessibility of local transport networks   | 1.1.3.1                    | Improve connectivity of local transport network                                    | 1.1.3.1.1                          | Implement upgrade of Cooks River Cycleway as prioritised in Council's Active Transport Plan  | Completion of upgrade works                                   | Infrastructure Planning |
|                             |  | 1.1.3.2                    | Ensure management of parking and traffic controls                                  | 1.1.3.2.1                          | Identify areas that require technology based parking controls to achieve improvements and efficiencies in parking and traffic management | Promote the use of transport and traffic apps. Ongoing        | Infrastructure Planning |
|                             |  |                            |  | 1.1.3.2.2                          | Undertake regular parking patrols and enforce compliance with traffic controls and parking schemes                                       | Increase enforcement to modify user behavior in 2017          | Environmental Services  |
|                             |  | 1.1.3.3                    | Secure RMS and Federal Government grant funding for upgrade of traffic facilities  | 1.1.3.3.1                          | Apply for grant for upgrades of traffic facilities   | Ongoing   | Infrastructure Planning |

| CONNECTIVITY THEME          |  |                            |  |                                    |  |  |                                |
|-----------------------------|--|----------------------------|--|------------------------------------|--|--|--------------------------------|
| STRATHFIELD 2025 STRATEGIES |  | DELIVERY PROGRAM 2014-2018 |  | OPERATIONAL PLAN 2017-2018 ACTIONS |  | PERFORMANCE MEASURES   | RESPONSIBILITY                 |
|                             |  | 1.1.3.4                    | Maintain and improve local transport facilities and infrastructure   | 1.1.3.4.1                          | Undertake audit program of all traffic signs, road markings and facilities. Develop and implement program of maintenance works.          | Ongoing  | Service Delivery               |
|                             |  |                            |  | 1.1.3.4.2                          | Undertake improvements to local roads and footpaths in accordance with adopted works program.  | Increase allocation to achieve asset condition better than condition 3               | Service Delivery               |
|                             |  |                            |  | 1.1.3.4.3                          | Undertake improvements to bridges at Pomeroy Street, Allen Street and Cave Road.   | Completion of works  | Infrastructure 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 | 1.2.1.1                    | Review and consider impact of local, state and regional strategies for growth on infrastructure and services | 1.2.1.1.1                          | Respond to State Government strategies and plans regarding infrastructure and services to support growing population and housing density | Apply State initiated s94 levies on developments for regional infrastructural assets | Planning & Development         |
| 1.2.2                       | Ensure that projected population and development growth is supported by local infrastructure planning  | 1.2.2.1                    | Review and consider impact of growth strategies on local infrastructure and services                         | 1.2.2.1.1                          | Review s.94 strategy to align and prioritise implementation of new or embellished works with development.                                | Review completed by December 2017  | Planning & Development         |
| 1.2.3                       | Ensure regional development effectively integrates and supports healthy urban ecosystems   | 1.2.3.1                    | Participate in regional alliances and partnerships to improve urban ecosystems                               | 1.2.3.1.1                          | Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas.                   | Complete Urban Design Handbook and Guidelines to deliver Quadruple Bottom Line       | Environmental Services         |
| 1.3.1                       | Collaborate with relevant parties to provide access to information and digital technologies  | 1.3.1.1                    | Provide and promote computer literacy and access in the community  | 1.3.1.1.1                          | Provide support for and promote availability of public access internet services  | Public access points at Strathfield and local centres by 2018                        | Library & Information Services |

| CONNECTIVITY THEME          |   |                            |  |                                    |   |   |                                |
|-----------------------------|---|----------------------------|--|------------------------------------|---|---|--------------------------------|
| STRATHFIELD 2025 STRATEGIES |   | DELIVERY PROGRAM 2014-2018 |  | OPERATIONAL PLAN 2017-2018 ACTIONS |   | PERFORMANCE MEASURES  | RESPONSIBILITY                 |
| 1.3.2                       | Align and adapt library services with changing information needs, service delivery and literacy demands | 1.3.2.1                    | Provide quality library and information services to Strathfield community  | 1.3.2.1.1                          | Provide Library and Information Services, including loans, reference services, target group collections, inter-library and digital resources. | Increase printed and e-Collections for 24x7 access                                      | Library & Information Services |
|                             |   | 1.3.2.2                    | Improve efficiency of library services   | 1.3.2.2.1                          | Review delivery of Strathfield's library and information services   | Create a self-managed Reading Room and kiosk @ High Street                              | Library & Information Services |
| 1.3.3                       | Improve access to Council information and services across multiple mediums                              | 1.3.3.1                    | Utilise a range of printed materials, publications and digital media to provide general Council information to broad community | 1.3.3.1.1                          | Report regularly to the community on Council's activities and achievements utilising range of digital and print formats                       | Increase the availability of digital full text services to readers via personal devices | General Manager Unit           |
|                             |   | 1.3.3.2                    | Improve access & availability of Council and community information   | 1.3.3.2.1                          | Maintain and monitor Council website, and social media ensuring information is available and up-to-date                                       | Ongoing   | General Manager Unit           |
|                             |   |                            |  | 1.3.3.2.2                          | Review community noticeboards and public notifications to improve accessibility to Council information  | Ongoing   | General Manager Unit           |

# Community Wellbeing Theme

The community strategic plan, Strathfield 2025, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies.

The broad theme of community wellbeing is divided up into three key goals: community safety, community facilities and programs. The key goals that are seen as important to achieving the aspiration of safe, healthy, inclusive and harmonious community are as follows:

## ***Goal 2.1 - Strathfield is a safe and healthy place***

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.

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.

## ***Goal 2.2 - Strathfield community is healthy, active and inclusive***

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.

## ***Goal 2.3 - Strathfield is a harmonious community with a strong sense of community cohesion***

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.

| COMMUNITY WELLBEING THEME   |   |                          |   |                                    |  |  |                         |
|-----------------------------|---|--------------------------|---|------------------------------------|--|--|-------------------------|
| 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 | 2.1.1.1                  | Improved police services in Strathfield                                       | 2.1.1.1.1                          | Work in partnership with Police on community safety and crime prevention projects  | Self-regulation through the existing Liquor Accord and public education    | Community Services      |
|                             |   | 2.1.1.2                  | Improve community safety and reduce crime in Strathfield                      | 2.1.1.2.1                          | Implement CCTV programs in Homebush Town Centre and Homebush West Town Centre  | Completed by 2017  | Infrastructure Planning |
|                             |   |                          |   | 2.1.1.2.2                          | Implement actions prioritised in Council's Community Safety Strategy   | Ongoing monitoring and refinement  | Community Services      |
| 2.1.2                       | Protect the health and safety of the Strathfield Community  | 2.1.2.1                  | Provide safe environments and minimise hazards                                | 2.1.2.1.1                          | Develop and implement maintenance and inspection program for Council managed public infrastructure                                 | Safety by Design inspection – completed audit by 2018                      | Service Delivery        |
|                             |   |                          |   | 2.1.2.1.2                          | Develop and implement public health and pollution control program  | Increase compliance action on polluters                                    | Environmental Services  |
|                             |   | 2.1.2.2                  | Participate and support local emergency services                              | 2.1.2.2.1                          | Participate in the Strathfield, Burwood and Canada Bay Council's Emergency Management Committee and implement actions as required. | Ongoing funding  | Service Delivery        |
|                             |   | 2.1.2.3                  | Administer and enforce policy and regulations of keeping of companion animals | 2.1.2.3.1                          | Develop and implement responsible animal management program  | Public education and working with the RSPCA and Office of Local Government | Environmental Services  |

| COMMUNITY WELLBEING THEME   |  |                          |  |                                    |   |  |  |
|-----------------------------|--|--------------------------|--|------------------------------------|---|--|--|
| 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 | 2.2.1.1                  | Manage, monitor and upgrade open space, parks and facilities | 2.2.1.1.1                          | Utilise capital funds or available grant funding to improve or replace community and parks infrastructure and facilities. Develop projects in line with community and recreational needs and asset management principles. | Number of works approved   | Infrastructure Planning  |
|                             |  |                          |  | 2.2.1.1.2                          | Construct stage 1 of Australian Korean Memorial Garden and Cultural Centre project  | Stage 1 completed  | Infrastructure Planning; Service Delivery                        |
|                             |  |                          |  | 2.2.1.1.3                          | Construct Belfield Community Hub and Melville Reserve Community Hall  | Construction completed   | Service Delivery   |
|                             |  |                          |  | 2.2.1.1.4                          | Upgrade amenities facilities in parks and sportsgrounds   | Construction completed   | Service Delivery   |
|                             |  |                          |  | 2.2.1.1.5                          | Maintain and service all playgrounds to Australian Standard. Replace playgrounds in accordance with s.94 funding and plan.  | Compliance rate with safety standards as verified by audit. Upgrades and maintenance completed to schedule and budget. | Service Delivery   |
|                             |  |                          |  | 2.2.1.1.6                          | Manage events approvals, community facilities bookings, sportsgrounds bookings and filming approvals.   | Number of bookings taken per type of facility; filming approvals granted each year.                                    | Infrastructure Planning; General Manager Unit; Customer Services |

| COMMUNITY WELLBEING THEME   |  |                          |  |                                    |   |  |  |
|-----------------------------|--|--------------------------|--|------------------------------------|---|--|--|
| 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 | 2.2.1.1                  | Work with stakeholders and community members to deliver local sport and recreational activities    | 2.2.1.2.1                          | Deliver sporting and recreation programs and events that promote health and social wellbeing for general community and specific target groups                                   | Number of programs and activities provided   | Community Services                                 |
|                             |  |                          |  | 2.2.1.2.2                          | Administer community grants for community, cultural and recreation clubs and organisations  | Number of grants awarded   | Community Services                                 |
| 2.2.2                       | Ensure Council facilities, parks and public open spaces are well managed and accessible                    | 2.2.2.1                  | Manage facilities, parks and open spaces in an efficient manner                                    | 2.2.2.1.1                          | Review fee structures and manage the use of public spaces and facilities including casual and regular hires, licences and leases.   | Fees reviewed by December 2017   | General Manager's Unit                             |
| 2.3.1                       | Plan programs that meet the needs of people of all ages, cultures and abilities                            | 2.3.1.1                  | Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities | 2.3.1.1.1                          | Delivery of programs for CALD community that celebrate cultural diversity and support integrated settlement.  | Increase public events and targeted education campaigns  | Community Services                                 |
|                             |  |                          |  | 2.3.1.2.1                          | Delivery of programs and events for seniors and people with disabilities which connect to broader community and provide access to health, social and information services       | Continue to support seniors inclusive programs   | Community Services; Library & Information Services |
|                             |  |                          |  | 2.3.1.3.1                          | Deliver programs, events and services that support children and their families including school holiday programs, Storytime and Baby Bounce, library services and resources etc | Working with Schools and supporting not-for-profit to increase access for families with school age children                  | Community Services; Library & Information Services |
|                             |  |                          |  |                                    | 2.3.1.3.2   | In consultation with the Youth Advisory Committee, develop and implement programs and events that meet needs of young people | Ongoing  |

| COMMUNITY WELLBEING THEME   |   |                          |   |                                    |   |  |  |
|-----------------------------|---|--------------------------|---|------------------------------------|---|--|--|
| STRATHFIELD 2025 STRATEGIES |   | DELIVERY PROGRAM 2014-18 |   | OPERATIONAL PLAN 2016-2017 ACTIONS |   | PERFORMANCE MEASURE  | RESPONSIBILITY                                 |
|                             |   | 2.3.1.4                  | Provide information on community activities and organisations | 2.3.4.1.1                          | Provide information and referral services for community organisations and target groups                         | Ongoing  | Community Services                             |
| 2.3.2                       | Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience | 2.3.2.1                  | Provide programs that build community resilience and capacity | 2.3.2.1.1                          | Develop and deliver programs that educate community and build resilience such as road and drive safety programs | Continue to support Road Safety Education and Programs particularly around schools | Community Services;<br>Infrastructure Planning |
| 2.3.3                       | Provide equitable access to council facilities for community, cultural and recreational programs                            | 2.3.3.1                  | Develop and monitor plans addressing access and equity        | 2.3.3.1.1                          | Implement actions prioritised from community access audits and Community Access Plan                            | Include all abilities in all playground designs                                    | Community Services                             |



## Prosperity and Opportunities Theme

The community strategic plan, Strathfield 2025, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Prosperity and Opportunities is divided up into three key goals: support for innovative business development, planning of commercial and industrial areas and celebrating and promoting Strathfield as a place and community. The key goals that are seen as important are as follows:

### ***Goal 3.1 - Strathfield supports innovative business development***

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

### ***Goal 3.2 - Development of industrial and commercial areas is sustainable and well planned***

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.

### ***Goal 3.3 - Strathfield is a highly desirable place***

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.

| PROSPERITY AND OPPORTUNITIES THEME |  |                            |  |                                    |  |  |                        |
|------------------------------------|--|----------------------------|--|------------------------------------|--|--|------------------------|
| STRATHFIELD 2025 STRATEGIES        |  | DELIVERY PROGRAM 2014-2018 |  | OPERATIONAL PLAN 2017-2018 ACTIONS |  | PERFORMANCE MEASURES   | RESPONSIBILITY         |
| 3.1.1                              | Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information | 3.1.1.1                    | Key demographic, housing, employment and industry data about Strathfield available to the public                           | 3.1.1.1.1                          | Provide public access to demographic information on Strathfield Council area.  | Support business in the development of business plans                                | Planning & Development |
| 3.1.2                              | Support skills training and employment readiness in the Strathfield workforce  | 3.1.2.1                    | Support initiatives that improve employability for local residents   | 3.1.2.1.1                          | Encourage containment and employment of locals by businesses   | Hold an annual local employment event  | General Manager's Unit |
| 3.1.3                              | Support local business development initiatives   | 3.1.3.1                    | Support initiatives that improve growth prospects for local businesses   | 3.1.3.1.1                          | Undertake comprehensive studies of local centres to develop site/location planning controls  | Undertake a local inventory study to establish local comparative advantage by 2018   | Planning & Development |
| 3.2.1                              | Collaborate with government, business and community to support well planned and sustainable enterprise areas                 | 3.2.1.1                    | Engage with state and federal agencies and local/regional representatives to implement metropolitan and sub regional plans | 3.2.1.1.1                          | Respond to proposals from state and federal agencies concerning commercial and industrial development in Strathfield Council area. | Develop a smart transport logistics precinct for urban and non-urban freight by 2020 | Planning & Development |
| 3.2.2                              | Strengthen and refine Council's regulatory processes to support opportunities for business development                       | 3.2.2.1                    | Ensure food premises are safe and healthy  | 3.2.1.2.1                          | Develop and implement Food Safety Surveillance Program and 'Scores on Doors' program   | Increase compliance enforcement in 2017, then ongoing                                | Environmental Services |
| 3.2.1                              | Strengthen and refine Council's regulatory processes to support opportunities for business development                       | 3.2.1.1                    | Ensure business premises meet regulatory standards   | 3.2.1.1.1                          | Develop and implement Business Compliance and Monitoring Program   | Implement a stringent compliance stance on industrial developments by 2018           | Environmental Services |

| PROSPERITY AND OPPORTUNITIES THEME |   |                            |   |                                    |   |   |                        |
|------------------------------------|---|----------------------------|---|------------------------------------|---|---|------------------------|
| STRATHFIELD 2025 STRATEGIES        |   | DELIVERY PROGRAM 2014-2018 |   | OPERATIONAL PLAN 2017-2018 ACTIONS |   | PERFORMANCE MEASURES                                | RESPONSIBILITY         |
| 3.3.1                              | Develop and promote a sense of place and civic pride in Strathfield                           | 3.3.1.1                    | Improve appearance of retail centres  | 3.3.1.1.1                          | Implement upgrade of Homebush and Homebush West Town Centres  | Completion of works                                 | Service Delivery       |
|                                    |   |                            |   | 3.3.1.1.2                          | Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season | Ongoing   | Service Delivery       |
| 3.3.1                              | Develop and promote a sense of place and civic pride in Strathfield                           | 3.3.1.1                    | Celebrate and acknowledge civic and community achievements                        | 3.3.1.1.1                          | Undertake recognition and celebrate civic and community achievements through awards and celebratory activities                                  | Ongoing   | General Manager Unit   |
| 3.3.1                              | Develop and promote a sense of place and civic pride in Strathfield                           | 3.3.1.2                    | Promote awareness of Strathfield area   | 3.3.1.2.1                          | Develop promotion and awareness of Strathfield program  | e-News, events and working with schools             | General Manager Unit   |
| 3.3.2                              | Collaborate with business and community stakeholders to develop and implement place promotion | 3.3.2.1                    | Promote Strathfield food outlets  | 3.3.2.1.1                          | Coordinate and deliver Strathfield Food, Wine and Jazz Festival   | Event held  | General Manager Unit   |
|                                    |   |                            |   | 3.3.2.1.2                          | Monitor leases and promote alfresco dining in town centres  | Develop a Public Domain Management Strategy by 2018 | Corporate Services     |
|                                    |   | 3.3.2.2                    | Involve business and community stakeholders in events promotions                  | 3.3.2.2.1                          | Provide financial or in-kind assistance for eligible community and cultural events  | Ongoing   | Community Services     |
| 3.3.3                              | Develop attraction strategies for investment in the local economy                             | 3.3.3.1                    | Provide information to businesses wishing to set up or expand in Strathfield LGA. | 3.3.3.1.1                          | Provide information service to prospective businesses.  | Work closely with the NSW Business Chamber by 2018  | General Manager's Unit |

## Liveable Neighbourhoods Theme

The community strategic plan, Strathfield 2025, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The community considered that effective governance is critical to delivery plans and maintaining community trust and confidence in Council.

### **Goal 4.1 - Strathfield has high quality sustainable urban design that mixes well designed and innovative development with local existing character**

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.

### **Goal 4.2 - Strathfield's neighbourhoods are clean and well maintained**

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

### **Goal 4.3 - Strathfield's natural environment is protected and enhanced**

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.

| LIVEABLE NEIGHBOURHOODS THEME |   |                            |  |                                    |  |   |                        |
|-------------------------------|---|----------------------------|--|------------------------------------|--|---|------------------------|
| STRATHFIELD 2025 STRATEGIES   |   | DELIVERY PROGRAM 2014-2018 |  | OPERATIONAL PLAN 2016-2017 ACTIONS |  | PERFORMANCE MEASURES  | RESPONSIBILITY         |
| 4.1.1                         | Strathfield's planned environment is highly livable with quality and sustainable development incorporating best practice design | 4.1.1.1                    | Ensure Council plans and controls meet statutory requirements and community values | 4.1.1.1.1                          | Review and strengthen Strathfield's building and development plans to improve the quality of development outcomes  | Heritage and Design DCP implemented by December 2017                  | Planning & Development |
|                               |   |                            |  | 4.1.1.1.2                          | Prepare background studies and develop statutory documents for implementation of Parramatta Road Urban Transformation Strategy. Undertake design excellence process for the Homebush precinct. | Parramatta Road Urban Design Guidelines implemented by 2018           | Planning & Development |
|                               |   | 4.1.1.2                    | Heritage is valued, conserved and adapted  | 4.1.1.2.1                          | Review heritage planning provisions and manage programs to support owners of heritage properties   | Heritage DCP implemented by December 2017                             | Planning & Development |
|                               |   | 4.1.1.3                    | Consider needs of people living in medium to high density units                    | 4.1.1.3.1                          | Review urban planning controls and strategies including s.94 plan to deliver quality development outcomes and facilities that support needs of people living in higher densities               | Apply SEPP 65 to all RFB and multi-unit developments by December 2017 | Planning & Development |
|                               |   |                            |  | 4.1.1.3.2                          | Implement program to build community capacity and resilience in the Centenary Park precinct  | New multicultural program for ethnic Chinese started by 2018          | Community Services     |
| 4.1.2                         | Council offers informative and accessible planning services and programs that streamline service delivery                       | 4.1.2.1                    | Effective assessment and determination processes                                   | 4.1.2.1.1                          | Deliver high quality and timely development assessment and participate on the Sydney Central Planning Panel  | IHAP started by September 2017  | Planning & Development |
|                               |   |                            |  | 4.1.2.1.2                          | Implement Strathfield Independent Hearing and Assessment Panel   | Implemented in 2017   | Planning & Development |
|                               |   |                            |  | 4.1.2.1.3                          | Establish Design Review Panel to provide independent expert advice on referred development applications  | Implemented in 2017   | Planning & Development |
|                               |   | 4.1.2.2                    | Provide access to quality information on development processes                     | 4.1.2.2.1                          | Implement online lodgement and viewing of development applications and planning proposals  | Gateway fully implemented by September 2017                           | Planning & Development |

| LIVEABLE NEIGHBOURHOODS THEME |  |                            |   |                                    |  |   |                         |
|-------------------------------|--|----------------------------|---|------------------------------------|--|---|-------------------------|
| STRATHFIELD 2025 STRATEGIES   |  | DELIVERY PROGRAM 2014-2018 |   | OPERATIONAL PLAN 2016-2017 ACTIONS |  | PERFORMANCE MEASURES  | RESPONSIBILITY          |
| 4.1.3                         | Provide effective and timely compliance management                                     | 4.1.3.1                    | Ensure building and land uses comply with approved consents and permits | 4.1.3.1.1                          | Investigate and take action on non-compliances of consents and permits   | No. of complaints investigated;<br>No. of sites inspected                 | Environmental Services  |
| 4.2.1                         | Maintain clean and attractive public street and landscapes                             | 4.2.1.1                    | Maintain tree canopy coverage and biodiversity in Strathfield           | 4.2.1.1.1                          | Review actions from Strathfield's Fauna Study and develop biodiversity management program to protect native species, habitats and population | Initiate "Dig Strathfield – Live Greener" sustainability programs by 2018 | Environmental Services  |
|                               |  |                            |   | 4.2.1.1.2                          | Review and implement Strathfield's Tree Management program   | Develop a Significant Tree Policy by 2018                                 | Service Delivery        |
|                               |  | 4.2.1.2                    | Ensure that facilities, parks and open spaces are properly maintained   | 4.2.1.2.1                          | Develop and implement maintenance program for facilities, parks and open spaces  | Increase sweeping frequency by 50% in 2017                                | Service Delivery        |
|                               |  | 4.2.1.3                    | Maintain clean and attractive streets and public spaces                 | 4.2.1.3.1                          | Develop and implement maintenance program for streets and public spaces  | Roll out action plan in 2017  | Service Delivery        |
| 4.2.2                         | Provide effective and efficient domestic waste and recycling services to the community | 4.2.2.1                    | Improve waste management around medium to high density units            | 4.2.2.1.1                          | Implement waste management program to address waste issues specific to multi-unit dwellings eg illegal dumping                               | At least 2 compliance monitoring visits annually                          | Environmental Services  |
|                               |  | 4.2.2.2                    | Provide range of waste and recycling services                           | 4.2.2.2.1                          | Provide general and green waste, recycling and on-call collection services to residential properties   | In-house education and collection service by August 2017                  | Environmental Services  |
| 4.2.3                         | Improve quality of water systems   | 4.2.3.1                    | Maintain clean and effective stormwater drainage network                | 4.2.3.1.1                          | Undertake catchment analysis for Strathfield Council area.   | All modeling completed by 2018  | Infrastructure Planning |
|                               |  |                            |   | 4.2.3.1.2                          | Undertake testing and monitoring of pollution and quality of local waterways   | Establish a new water cycle team by 2018                                  | Environmental Services  |

| LIVEABLE NEIGHBOURHOODS THEME |   |                            |  |                                    |  |   |                        |
|-------------------------------|---|----------------------------|--|------------------------------------|--|---|------------------------|
| 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 | 4.3.1.1                    | Promote and protect natural environment  | 4.3.1.1.1                          | Implement restoration and revegetation of natural areas and undertake noxious weeds control                  | Ongoing   | Environmental Services |
| 4.3.2                         | Develop activities and programs that promote the natural environment      | 4.3.2.1                    | Provide information and participate in events that promote environment                                 | 4.3.2.1.1                          | Deliver events that promote natural environment eg Clean Up Australia, National Tree Day                     | Ongoing   | Environmental Services |
| 4.3.3                         | Protect and enhance Strathfield's biodiversity                            | 4.3.3.1                    | Educate and partner with community for protection and improvement of natural areas including waterways | 4.3.3.1.1                          | Coordinate and deliver environmental programs that involve community education and participation eg Bushcare | Employ a dedicated volunteers coordinator in 2017 | Environmental Services |

# Responsible Leadership Theme

The community strategic plan, Strathfield 2025, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The community considered that effective governance is critical to the delivery of services and projects and in maintaining community trust and confidence in Council.

The goals, strategies and actions in the Responsible Leadership theme are aimed at delivering strong leadership and facilitating community representation and effective and accountable governance that support sound financial management, ethical conduct, integrity, public accountability and transparency.

The major goals that are seen as important by the community for efficient and effective leadership are:

## ***Goal 5.1 - The Strathfield community trusts Council and is informed, valued and heard***

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.

## ***Goal 5.2 - Council is ethically and responsibly managed***

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.

## ***Goal 5.3 - Council is efficient, sustainable and delivers value for money services***

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.



| RESPONSIBLE LEADERSHIP THEME |  |                            |   |                                    |   |  |  |  |                      |
|------------------------------|--|----------------------------|---|------------------------------------|---|--|--|--|----------------------|
| 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   | 5.1.1.1                    | Undertake regular consultation and engagement with the community on matters which affect them               | 5.1.1.1.1                          | Undertake community consultation and engagement processes in Council decision making and the delivery of projects.              | Annually   | General Manager Unit   |  |                      |
|                              |  |                            |   | 5.1.1.1.2                          | Undertake Community Survey  | Annually   | General Manager Unit   |  |                      |
|                              |  | 5.1.1.2                    | Community 'has a say' at Council meetings   | 5.1.1.2.1                          | Provide opportunities for community participation in council meetings   | Ongoing  | General Manager Unit   |  |                      |
| 5.1.2                        | Ensure that the community is aware of decisions, processes and events that affect their lives                | 5.1.2.1                    | Proposals and decisions are notified and accessible to the community  | 5.1.2.1.1                          | Review communications strategies to improve public notification and input into Council events, projects and proposals           | Introduce a new Notification DCP for developments and increase use of e-News in 2017 | General Manager Unit   |  |                      |
| 5.1.3                        | Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations | 5.1.3.1                    | Ensure Councillors receive training, information and support to effectively serve the Strathfield community | 5.1.3.1.1                          | Provide timely and accurate information to Councillors and facilitate access to councillor training and development             | Ongoing  | General Manager Unit   |  |                      |
|                              |  |                            |   | 5.1.3.2                            | Provide opportunities for Councillors to interact with the community and raise awareness of Councillors roles                   | 5.1.3.2.1  | Encourage attendance by the Mayor and/or Councillors at community events and meetings.                                 | Improve participation by 50% in 2017                                 | General Manager Unit |
|                              |  |                            |   | 5.1.3.3                            | Ensure Councillors are accountable for decisions  | 5.1.3.3.1  | Maintain and provide access to registers of pecuniary interests, voting, conflict of interests and meeting attendance. | 6 monthly review of returns and publish attendances in Annual Report | General Manager Unit |
| 5.2.1                        | Lead in an ethical, open, accountable and transparent way  | 5.2.1.1                    | Respond to State Government initiatives affecting local government  | 5.2.1.1.1                          | Respond and implement State Government's Local Government Reform Program and review of the Local Government Act.                | Ongoing  | General Manager Office   |  |                      |
|                              |  | 5.2.1.2                    | Maintain integrity of Council administration  | 5.2.1.2.1                          | Ensure Councillors and staff are aware of responsibilities and obligations. Review and implement Governance compliance program. | Code of Conduct Training Annually  | General Manager Unit   |  |                      |

| RESPONSIBLE LEADERSHIP THEME |   |                            |  |                                    |  |   |                      |
|------------------------------|---|----------------------------|--|------------------------------------|--|---|----------------------|
| STRATHFIELD 2025 STRATEGIES  |   | DELIVERY PROGRAM 2014-2018 |  | OPERATIONAL PLAN 2016-2017 ACTIONS |  | PERFORMANCE MEASURES  | RESPONSIBILITY       |
| 5.2.2                        | Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges | 5.2.2.1                    | Ensure Council has organisational capacity to deliver Community Strategic Plan   | 5.2.2.1.1                          | Review, monitor and implement the Workforce Management Plan and EEO Management Plan and implement actions on a priority basis. | Regular corporate training on EEO, WHS and Code of Conduct for all new within 6 months of commencement and existing staff every 2 years | General Manager Unit |
|                              |   | 5.2.2.2                    | Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making | 5.2.2.2.1                          | Ensure that Council complies with legislative and policy requirements for the integrated planning and reporting system.        | Functional and services reviews annually  | General Manager Unit |
| 5.2.3                        | Provide safe work environments and minimise risk associated with Council activities   | 5.2.3.1                    | Provide a safe & healthy work environment  | 5.2..1.1                           | Implement Work Health & Safety audit program of Council's workplaces.  | WHS Committee and planned & conduct planned & unplanned workplace risk assessments 4 quarterly in 2017                                  | Corporate Services   |
|                              |   |                            |  | 5.2.2.1.2                          | Effectively and efficiently manage and monitor the rehabilitation of injured workers   | Towards achieving zero lost time workplace injuries by 2019   | Corporate Services   |
| 5.3.1                        | Deliver high quality and efficient customer services  | 5.3.1.2                    | Provide effective and efficient customer service   | 5.3.1.2.1                          | Provide best practice customer services in a timely and professional manner.   | Customer service training for all staff by 2018   | Corporate Services   |

| RESPONSIBLE LEADERSHIP THEME |   |                            |  |                                    |  |  |                         |
|------------------------------|---|----------------------------|--|------------------------------------|--|--|-------------------------|
| 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 |                            | Maintain an effective and transparent customer complaint handling process                            | 5.3.2.1.1                          | Review Council's complaint management processes. Manage complaints in accordance with policy requirements  | Review Complaints Management Policy against best practice by 2018  | Corporate Services      |
|                              |   | 5.3.2.2                    | Ensure records management is effective and compliant to support service delivery                     | 5.3.2.2.1                          | Maintain effective records and information management system in ECM including providing ongoing support and training.  | Full compliance with the State Records Act   | Corporate Services      |
|                              |   | 5.3.2.3                    | Improve Council's efficiency utilising Information Technology  | 5.3.2.3.1                          | Implement upgrades of the security of Council's networks, improvements in efficiency of Council's administration and service delivery and assist and/or facilitate implementation of Council projects. | Full compliance with international standards for mitigating and preventing network and internet risk and data security | Information Technology  |
| 5.3.3                        | Maintain and improve financial sustainability of Council                                      | 5.3.3.1                    | Provide high quality, accurate and timely information on Council's finances                          | 5.3.3.1.1                          | Provide regular budget, expenditures and investments reporting to Council. Meet all statutory reporting requirements.  | Compliance with accounting and statutory reporting requirements  | Finance                 |
|                              |   | 5.3.3.2                    | Ensure long-term financial sustainability through effective short and long term financial management | 5.3.3.2.1                          | Review asset management plans for all assets under council control including roads, footpaths, drainage, buildings and parks.  | Maintain assets to meet the required ratios  | Infrastructure Planning |
|                              |   |                            |  | 5.3.3.2.2                          | Monitor, review and update Council's resourcing strategies including the Long-Term Financial Plan.   | Meet Treasury Corp Financial Sustainability Standards  | Finance                 |

## Section 3: Resourcing 2017-2018

### 2017-2018 Budget

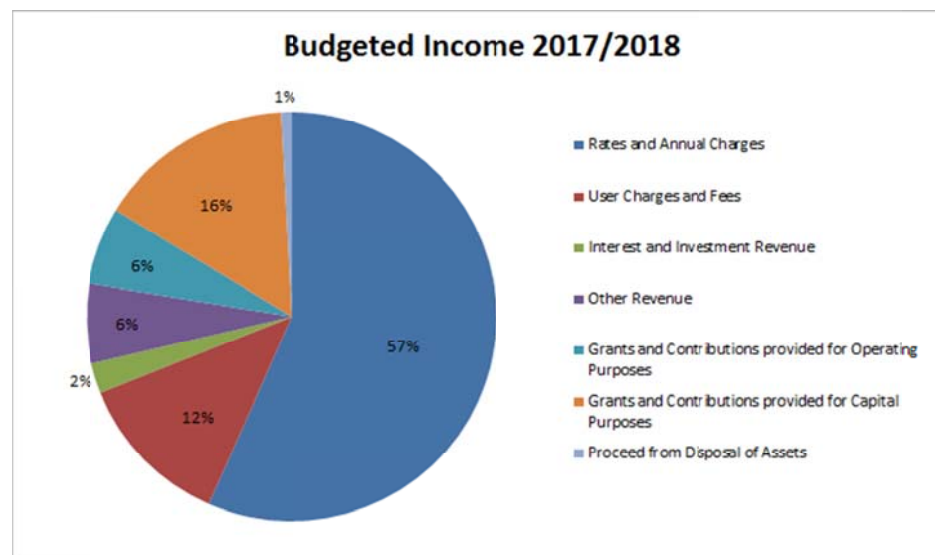
#### Income

The 2017-2018 draft Cash Operating and Capital expenditures totals \$82.766 million, and includes capital expenditure spending of \$29.052 million. With total operating and capital income of \$82.766 million, the anticipated result is a balanced budget.

The Resource Strategy provides for a 1.5% general rate increase permitted by the NSW Government and set by the Independent Pricing and Regulatory Tribunal (IPART).

Overall rates and annual charges are estimated at \$26.74 million. This represents 57% of Council's total projected income. User fees and charges and other revenue are \$5.82 million and \$14.29 million respectively.

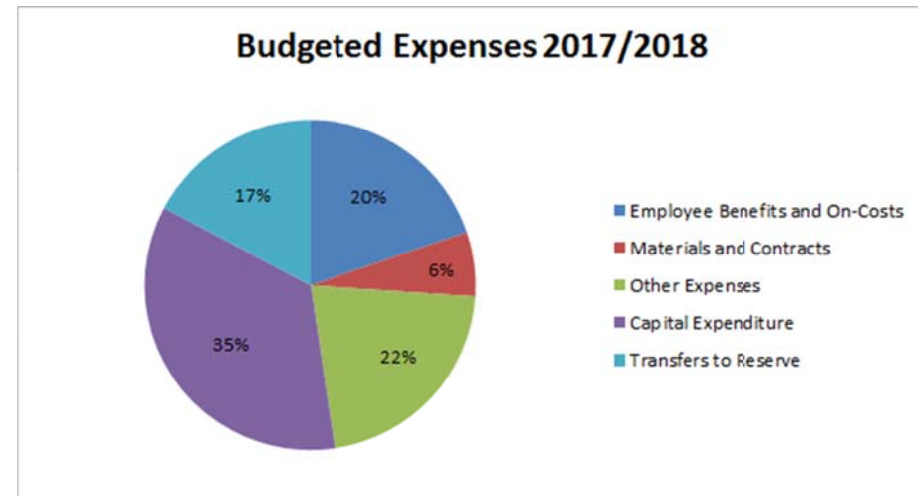
| <b>INCOME</b>  | <b>\$'000</b> |
|--|---------------|
| Rates and Annual Charges                                 | 26,740        |
| User Charges and Fees                                    | 5,821         |
| Interest and Investment Revenue                          | 1,123         |
| Other Revenue  | 2,984         |
| Grants and Contributions provided for Operating Purposes | 2,902         |
| Grants and Contributions provided for Capital Purposes   | 7,284         |
| Proceed from Disposal of Assets                          | 394           |
| Transfers from Reserve                                   | 35,518        |
| <b>TOTAL</b>   | <b>82,766</b> |



## Expenses

Council's total operating and capital expenditure is estimated at \$82.766 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.

| EXPENSES                       | \$'000        |
|--------------------------------|---------------|
| Employee Benefits and On-Costs | 16,397        |
| Materials and Contracts        | 5,180         |
| Other Expenses                 | 17,871        |
| Capital Expenditure            | 29,052        |
| Transfers to Reserve           | 14,266        |
| <b>TOTAL</b>                   | <b>82,766</b> |



## FOUR YEAR PROGRAM INCOME & EXPENDITURE SUMMARY

| Income                           | 2017/2018         | 2018/2019         | 2019/2020         | 2020/2021         |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| 1 Social                         | 3,810,950         | 3,118,615         | 3,196,620         | 3,276,405         |
| 2 Economic                       | 13,346,151        | 8,946,245         | 9,098,896         | 9,255,253         |
| 3 Environment                    | 29,094,186        | 12,096,905        | 12,389,844        | 12,690,277        |
| 4 Governance                     | 36,514,637        | 37,050,252        | 37,960,657        | 38,893,417        |
| <b>Total Income</b>              | <b>82,765,923</b> | <b>61,212,017</b> | <b>62,646,017</b> | <b>64,115,352</b> |
| <b>Expenditure</b>               |                   |                   |                   |                   |
| 1 Social                         | 7,658,261         | 7,993,283         | 8,136,350         | 8,368,370         |
| 2 Economic                       | 7,574,518         | 9,169,650         | 7,690,531         | 7,901,494         |
| 3 Environment                    | 13,924,915        | 12,515,529        | 14,519,029        | 14,908,739        |
| 4 Governance                     | 17,000,175        | 16,482,491        | 16,932,007        | 17,382,449        |
| <b>Total Expenditure</b>         | <b>46,157,870</b> | <b>46,160,953</b> | <b>47,277,917</b> | <b>48,561,052</b> |
| <b>Capital Expenditure</b>       |                   |                   |                   |                   |
| 1 Social                         | 17,959,370        | 416,657           | 749,750           | 797,350           |
| 2 Economic                       | 9,609,375         | 6,200,243         | 5,990,895         | 5,935,230         |
| 3 Environment                    | 829,198           | 441,404           | 434,865           | 424,255           |
| 4 Governance                     | 8,210,110         | 7,992,760         | 8,192,590         | 8,397,465         |
| <b>Total Capital Expenditure</b> | <b>36,608,054</b> | <b>15,051,064</b> | <b>15,368,100</b> | <b>15,554,300</b> |
| <b>Net Costs</b>                 | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |

**BY BUDGET PROGRAM**

| Program Names                          | Budget Prog No | 2016/2017      |                      | 2017/2018 Estimated Budget | 2018/2019 Estimated Budget | 2019/2020 Estimated Budget | 2020/2021 Estimated Budget |
|--|----------------|----------------|----------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|  |                | Adopted Budget | Budget as at Dec Qtr |                            |                            |                            |                            |
| <b>INCOME</b>                          |                |                |                      |                            |                            |                            |                            |
| Corporate Services & Governance        | 1.0            | (862,000)      | (965,292)            | (1,105,586)                | (928,300)                  | (951,500)                  | (975,200)                  |
| Planning & Strategy                    | 2.0            | (937,000)      | (1,041,877)          | (253,000)                  | (253,000)                  | (253,000)                  | (253,000)                  |
| Blank                                  | 3.0            | -              | -                    | -                          | -                          | -                          | -                          |
| Human Services & Facilities            | 4.0            | (197,000)      | (206,576)            | (215,610)                  | (221,200)                  | (226,600)                  | (232,100)                  |
| Recreation & Culture                   | 5.0            | (1,940,520)    | (2,858,120)          | (3,161,089)                | (2,215,600)                | (2,271,200)                | (2,328,200)                |
| Environmental Services                 | 6.0            | (2,101,000)    | (2,255,959)          | (2,421,200)                | (2,482,000)                | (2,544,000)                | (2,607,500)                |
| Public Order & Safety                  | 7.0            | -              | -                    | -                          | -                          | -                          | -                          |
| Urban & Infrastructural Services & LUS | 8.0            | (3,432,817)    | (4,262,817)          | (4,894,079)                | (4,914,400)                | (5,037,600)                | (5,163,600)                |
| Environmental & Community Amenities    | 9.0            | (7,325,000)    | (8,030,575)          | (10,282,811)               | (10,481,400)               | (10,743,300)               | (11,011,900)               |
| General Purpose Revenues               | 10.0           | (19,511,000)   | (19,688,290)         | (22,834,320)               | (23,414,200)               | (23,999,500)               | (24,599,400)               |
| Appropriations for Future Expenditure  | 11.0           | -              | -                    | -                          | -                          | -                          | -                          |
| Total Income                           |                | (36,296,337)   | (39,309,506)         | (45,167,695)               | (44,910,100)               | (46,026,700)               | (47,170,900)               |
| <b>CAPITAL INCOME</b>                  |                |                |                      |                            |                            |                            |                            |
| Corporate Services & Governance        | 1.0            | -              | (110,646)            | -                          | -                          | -                          | -                          |
| Planning & Strategy                    | 2.0            | -              | (683,268)            | (180,000)                  | -                          | -                          | -                          |
| Blank                                  | 3.0            | -              | -                    | -                          | -                          | -                          | -                          |
| Human Services & Facilities            | 4.0            | -              | (682,209)            | -                          | -                          | -                          | -                          |
| Recreation & Culture                   | 5.0            | (3,590,000)    | (21,867,176)         | (15,905,206)               | -                          | -                          | -                          |
| Environmental Services                 | 6.0            | -              | -                    | (195,700)                  | -                          | -                          | -                          |
| Public Order & Safety                  | 7.0            | -              | (51,133)             | (7,820,181)                | (3,803,900)                | (3,824,000)                | (3,844,700)                |
| Urban & Infrastructural Services & LUS | 8.0            | (400,000)      | (2,819,329)          | (1,289,641)                | (12,207,500)               | (12,795,317)               | (13,099,752)               |
| Environmental & Community Amenities    | 9.0            | (1,170,000)    | (1,855,268)          | -                          | -                          | -                          | -                          |
| General Purpose Revenues               | 10.0           | (7,791,000)    | (7,761,000)          | -                          | -                          | -                          | -                          |
| Appropriations for Future Expenditure  | 11.0           | -              | -                    | -                          | -                          | -                          | -                          |
| Total Capital Income                   |                | (12,951,000)   | (35,830,029)         | (37,598,229)               | (16,301,917)               | (16,619,317)               | (16,944,452)               |
| <b>EXPENDITURE</b>                     |                |                |                      |                            |                            |                            |                            |
| Corporate Services & Governance        | 1.0            | 12,522,407     | 12,732,389           | 13,937,033                 | 13,623,017                 | 13,982,817                 | 14,352,152                 |
| Planning & Strategy                    | 2.0            | 1,325,000      | 1,182,877            | 2,750,670                  | 2,404,400                  | 2,469,500                  | 2,536,400                  |
| Blank                                  | 3.0            | -              | -                    | -                          | -                          | -                          | -                          |
| Human Services & Facilities            | 4.0            | 1,540,000      | 1,714,020            | 1,846,141                  | 2,108,380                  | 2,032,800                  | 2,091,100                  |
| Recreation & Culture                   | 5.0            | 5,531,000      | 5,662,531            | 5,887,199                  | 6,057,200                  | 6,231,700                  | 6,410,800                  |
| Environmental Services                 | 6.0            | 2,270,000      | 2,663,800            | 4,099,041                  | 4,212,600                  | 4,329,200                  | 4,449,000                  |
| Public Order & Safety                  | 7.0            | 628,930        | 630,063              | 640,828                    | 656,900                    | 673,400                    | 690,300                    |
| Urban & Infrastructural Services & LUS | 8.0            | 5,231,000      | 5,550,001            | 5,928,867                  | 6,096,056                  | 6,267,900                  | 6,444,700                  |
| Environmental & Community Amenities    | 9.0            | 7,815,000      | 8,146,907            | 11,068,091                 | 11,002,400                 | 11,290,600                 | 11,586,600                 |
| General Purpose Revenues               | 10.0           | -              | -                    | -                          | -                          | -                          | -                          |
| Appropriations for Future Expenditure  | 11.0           | -              | -                    | -                          | -                          | -                          | -                          |
| Total Expenditure                      |                | 36,863,337     | 38,282,588           | 46,157,870                 | 46,160,953                 | 47,277,917                 | 48,561,052                 |
| <b>CAPITAL EXPENDITURE</b>             |                |                |                      |                            |                            |                            |                            |
| Corporate Services & Governance        | 1.0            | 165,000        | 223,956              | 484,160                    | 481,300                    | 472,800                    | 484,700                    |
| Planning & Strategy                    | 2.0            | 960,000        | 1,643,268            | 180,000                    | -                          | -                          | -                          |
| Blank                                  | 3.0            | -              | -                    | -                          | -                          | -                          | -                          |
| Human Services & Facilities            | 4.0            | -              | 540,239              | 10,000                     | -                          | -                          | -                          |
| Recreation & Culture                   | 5.0            | 4,386,000      | 23,614,745           | 16,991,206                 | 313,800                    | 616,600                    | 669,500                    |
| Environmental Services                 | 6.0            | -              | 28,350               | -                          | -                          | -                          | -                          |
| Public Order & Safety                  | 7.0            | -              | 50,000               | 195,700                    | -                          | -                          | -                          |
| Urban & Infrastructural Services & LUS | 8.0            | 3,323,000      | 6,589,854            | 9,466,007                  | 6,342,050                  | 6,103,300                  | 6,050,100                  |
| Environmental & Community Amenities    | 9.0            | 3,550,000      | 4,381,745            | 1,821,280                  | 467,814                    | 522,600                    | 505,900                    |
| General Purpose Revenues               | 10.0           | -              | -                    | -                          | -                          | -                          | -                          |
| Appropriations for Future Expenditure  | 11.0           | -              | -                    | 7,459,700                  | 7,466,100                  | 7,652,800                  | 7,844,100                  |
| Total Capital Expenditure              |                | 12,384,000     | 37,072,157           | 36,608,054                 | 15,051,064                 | 15,368,100                 | 15,554,300                 |
| Net (Surplus)/Deficit from Programs    |                | -              | 215,210              | -                          | -                          | -                          | -                          |





# CORPORATE PLANNING & STRATEGY

Program No. 2.0

|                                 | 2016/2017      |                      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |
|---------------------------------|----------------|----------------------|------------------|------------------|------------------|------------------|
|                                 | Adopted Budget | Budget as at Dec Qtr | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| <b>INCOME</b>                   |                |                      |                  |                  |                  |                  |
| Strategy & Strategic Projects   | 0              | 0                    | 0                | 0                | 0                | 0                |
| Planning & Strategy             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Natural Resources/Environmental | -937,000       | -1,041,877           | -253,000         | -253,000         | -253,000         | -253,000         |
| Blank                           | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Income                    | -937,000       | -1,041,877           | -253,000         | -253,000         | -253,000         | -253,000         |
| <b>CAPITAL INCOME</b>           |                |                      |                  |                  |                  |                  |
| Strategy & Strategic Projects   | 0              | 0                    | 0                | 0                | 0                | 0                |
| Planning & Strategy             | 0              | -145,317             | -180,000         | 0                | 0                | 0                |
| Natural Resources/Environmental | 0              | -537,951             | 0                | 0                | 0                | 0                |
| Blank                           | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Income            | 0              | -683,268             | -180,000         | 0                | 0                | 0                |
| <b>EXPENDITURE</b>              |                |                      |                  |                  |                  |                  |
| Strategy & Strategic Projects   | 378,000        | 378,000              | 220,556          | 227,100          | 233,800          | 240,700          |
| Planning & Strategy             | 891,000        | 644,000              | 1,594,870        | 1,218,400        | 1,252,800        | 1,288,200        |
| Natural Resources/Environmental | 56,000         | 160,877              | 935,244          | 958,900          | 982,900          | 1,007,500        |
| Blank                           | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Expenditure               | 1,325,000      | 1,182,877            | 2,750,670        | 2,404,400        | 2,469,500        | 2,536,400        |
| <b>CAPITAL EXPENDITURE</b>      |                |                      |                  |                  |                  |                  |
| Strategy & Strategic Projects   | 0              | 0                    | 0                | 0                | 0                | 0                |
| Planning & Strategy             | 0              | 145,317              | 180,000          | 0                | 0                | 0                |
| Natural Resources/Environmental | 960,000        | 1,497,951            | 0                | 0                | 0                | 0                |
| Blank                           | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Expenditure       | 960,000        | 1,643,268            | 180,000          | 0                | 0                | 0                |
| Net (Surplus)/Deficiency        | 1,348,000      | 1,101,000            | 2,497,670        | 2,151,400        | 2,216,500        | 2,283,400        |

# HUMAN SERVICES & FACILITIES

Program No. 4.0

|                            | 2016/2017      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |
|----------------------------|----------------|------------------|------------------|------------------|------------------|
|                            | Adopted Budget | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| Sub Program Summary        | Budget         | Budget           | at Dec Qtr       | Budget           | Budget           |
| <b>INCOME</b>              |                |                  |                  |                  |                  |
| Administration             | 0              | 0                | 0                | 0                | 0                |
| Facilities                 | 0              | 0                | 0                | 0                | 0                |
| Community Services         | -197,000       | -206,576         | -221,200         | -226,600         | -232,100         |
| Total Income               | -197,000       | -206,576         | -221,200         | -226,600         | -232,100         |
| <b>CAPITAL INCOME</b>      |                |                  |                  |                  |                  |
| Administration             | 0              | 0                | 0                | 0                | 0                |
| Facilities                 | 0              | -682,209         | 0                | 0                | 0                |
| Community Services         | 0              | 0                | 0                | 0                | 0                |
| Total Capital Income       | 0              | -682,209         | 0                | 0                | 0                |
| <b>EXPENDITURE</b>         |                |                  |                  |                  |                  |
| Administration             | 0              | 0                | 0                | 0                | 0                |
| Facilities                 | 866,000        | 997,944          | 1,219,600        | 1,253,000        | 1,287,200        |
| Community Services         | 674,000        | 716,076          | 888,780          | 779,800          | 803,900          |
| Total Expenditure          | 1,540,000      | 1,714,020        | 2,108,380        | 2,032,800        | 2,091,100        |
| <b>CAPITAL EXPENDITURE</b> |                |                  |                  |                  |                  |
| Administration             | 0              | 0                | 0                | 0                | 0                |
| Facilities                 | 0              | 540,239          | 10,000           | 0                | 0                |
| Community Services         | 0              | 0                | 0                | 0                | 0                |
| Total Capital Expenditure  | 0              | 540,239          | 10,000           | 0                | 0                |
| Net (Surplus)/Deficiency   | 1,343,000      | 1,365,474        | 1,640,531        | 1,887,180        | 1,859,000        |

# RECREATION AND CULTURE

Program No 5.0

| Sub Program Summary        | 2016/2017      |                      | 2017/2018   | 2018/2019  | 2019/2020  | 2020/2021  |
|----------------------------|----------------|----------------------|-------------|------------|------------|------------|
|                            | Adopted Budget | Budget as at Dec Qtr |             |            |            |            |
| <b>INCOME</b>              |                |                      |             |            |            |            |
| Public Libraries           | -60,000        | -67,600              | -64,189     | -65,800    | -67,500    | -69,200    |
| Public Halls & Venues      | -63,000        | -63,000              | -56,200     | -57,600    | -59,000    | -60,600    |
| Events & Tourism           | -41,520        | -41,520              | -40,500     | -41,500    | -42,500    | -43,500    |
| Open Space & Bushland      | -1,776,000     | -2,686,000           | -3,000,200  | -2,050,700 | -2,102,200 | -2,154,900 |
| Blank                      | 0              | 0                    | 0           | 0          | 0          | 0          |
| Total Income               | -1,940,520     | -2,858,120           | -3,161,089  | -2,215,600 | -2,271,200 | -2,328,200 |
| <b>CAPITAL INCOME</b>      |                |                      |             |            |            |            |
| Public Libraries           | 0              | -120,000             | 0           | 0          | 0          | 0          |
| Public Halls & Venues      | 0              | 0                    | 0           | 0          | 0          | 0          |
| Events & Tourism           | 0              | 0                    | 0           | 0          | 0          | 0          |
| Open Space & Bushland      | -3,590,000     | -21,747,176          | -15,905,206 | 0          | 0          | 0          |
| Blank                      | 0              | 0                    | 0           | 0          | 0          | 0          |
| Total Capital Income       | -3,590,000     | -21,867,176          | -15,905,206 | 0          | 0          | 0          |
| <b>EXPENDITURE</b>         |                |                      |             |            |            |            |
| Public Libraries           | 1,367,000      | 1,348,600            | 1,371,753   | 1,414,500  | 1,458,500  | 1,503,700  |
| Public Halls & Venues      | 21,000         | 21,000               | 14,000      | 14,300     | 14,600     | 14,900     |
| Events & Tourism           | 495,000        | 495,000              | 587,000     | 601,900    | 617,000    | 632,600    |
| Open Space & Bushland      | 3,648,000      | 3,797,931            | 3,914,446   | 4,026,500  | 4,141,600  | 4,259,600  |
| Blank                      | 0              | 0                    | 0           | 0          | 0          | 0          |
| Total Expenditure          | 5,531,000      | 5,662,531            | 5,887,199   | 6,057,200  | 6,231,700  | 6,410,800  |
| <b>CAPITAL EXPENDITURE</b> |                |                      |             |            |            |            |
| Public Libraries           | 164,000        | 231,000              | 251,000     | 113,800    | 116,600    | 119,500    |
| Public Halls & Venues      | 0              | 0                    | 0           | 0          | 0          | 0          |
| Events & Tourism           | 0              | 0                    | 0           | 0          | 0          | 0          |
| Open Space & Bushland      | 4,222,000      | 23,383,745           | 16,740,206  | 200,000    | 500,000    | 550,000    |
| Blank                      | 0              | 0                    | 0           | 0          | 0          | 0          |
| Total Capital Expenditure  | 4,386,000      | 23,614,745           | 16,991,206  | 313,800    | 616,600    | 669,500    |
| Net (Surplus)/Deficiency   | 4,386,480      | 4,551,980            | 3,812,110   | 4,155,400  | 4,577,100  | 4,752,100  |

# ENVIRONMENTAL SERVICES

Program No 6.0

|                            | 2016/2017      |                      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |
|----------------------------|----------------|----------------------|------------------|------------------|------------------|------------------|
| Sub Program Summary        | Adopted Budget | Budget as at Dec Qtr | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| <b>INCOME</b>              |                |                      |                  |                  |                  |                  |
| Administration             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Development Control        | -1,158,000     | -1,312,959           | -1,020,500       | -1,046,200       | -1,072,400       | -1,099,100       |
| Regulatory Services        | -943,000       | -943,000             | -1,400,700       | -1,435,800       | -1,471,600       | -1,508,400       |
| Total Income               | -2,101,000     | -2,255,959           | -2,421,200       | -2,482,000       | -2,544,000       | -2,607,500       |
| <b>CAPITAL INCOME</b>      |                |                      |                  |                  |                  |                  |
| Administration             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Development Control        | 0              | 0                    | 0                | 0                | 0                | 0                |
| Regulatory Services        | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Income       | 0              | 0                    | 0                | 0                | 0                | 0                |
| <b>EXPENDITURE</b>         |                |                      |                  |                  |                  |                  |
| Administration             | 1,078,000      | 1,345,191            | 2,292,846        | 2,350,200        | 2,409,000        | 2,469,200        |
| Development Control        | 676,000        | 802,609              | 750,597          | 775,000          | 800,200          | 826,200          |
| Regulatory Services        | 516,000        | 516,000              | 1,055,598        | 1,087,400        | 1,120,000        | 1,153,600        |
| Total Expenditure          | 2,270,000      | 2,663,800            | 4,099,041        | 4,212,600        | 4,329,200        | 4,449,000        |
| <b>CAPITAL EXPENDITURE</b> |                |                      |                  |                  |                  |                  |
| Administration             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Development Control        | 0              | 28,350               | 0                | 0                | 0                | 0                |
| Regulatory Services        | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Expenditure  | 0              | 28,350               | 0                | 0                | 0                | 0                |
| Net (Surplus)/Deficiency   | 169,000        | 436,191              | 1,677,841        | 1,730,600        | 1,785,200        | 1,841,500        |

# PUBLIC ORDER AND SAFETY

Program No 7.0

|                            | 2016/2017      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |
|----------------------------|----------------|------------------|------------------|------------------|------------------|
|                            | Adopted Budget | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| Sub Program Summary        | Budget         | Budget           | at Dec Qtr       |                  |                  |
| <b>INCOME</b>              |                |                  |                  |                  |                  |
| Community Safety           | 0              | 0                | 0                | 0                | 0                |
| Emergency Services         | 0              | 0                | 0                | 0                | 0                |
| Total Income               | 0              | 0                | 0                | 0                | 0                |
| <b>CAPITAL INCOME</b>      |                |                  |                  |                  |                  |
| Community Safety           | 0              | -50,000          | -195,700         | 0                | 0                |
| Emergency Services         | 0              | -1,133           | 0                | 0                | 0                |
| Total Capital Income       | 0              | -51,133          | -195,700         | 0                | 0                |
| <b>EXPENDITURE</b>         |                |                  |                  |                  |                  |
| Community Safety           | 0              | 0                | 0                | 0                | 0                |
| Emergency Services         | 628,930        | 630,063          | 640,828          | 656,900          | 673,400          |
| Total Expenditure          | 628,930        | 630,063          | 640,828          | 656,900          | 673,400          |
| <b>CAPITAL EXPENDITURE</b> |                |                  |                  |                  |                  |
| Community Safety           | 0              | 50,000           | 195,700          | 0                | 0                |
| Emergency Services         | 0              | 0                | 0                | 0                | 0                |
| Total Capital              | 0              | 50,000           | 195,700          | 0                | 0                |
| Net (Surplus)/Deficiency   | 628,930        | 628,930          | 640,828          | 656,900          | 690,300          |

# URBAN INFRASTRUCTURAL SERVICES

Program No 8.0

| Sub Program Summary        | 2016/2017      |                      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |
|----------------------------|----------------|----------------------|------------------|------------------|------------------|------------------|
|                            | Adopted Budget | Budget as at Dec Qtr | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| <b>INCOME</b>              |                |                      |                  |                  |                  |                  |
| Urban and Support Services | -1,725,000     | -1,825,000           | -3,350,462       | -3,331,900       | -3,415,400       | -3,500,800       |
| Roads                      | -708,000       | -1,108,000           | -543,800         | -557,500         | -571,400         | -585,700         |
| Ancillary Roadworks        | -999,817       | -999,817             | -999,817         | -1,025,000       | -1,050,800       | -1,077,100       |
| Footpaths                  | 0              | -330,000             | 0                | 0                | 0                | 0                |
| Civic Services             | 0              | 0                    | 0                | 0                | 0                | 0                |
|                            | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Income               | -3,432,817     | -4,262,817           | -4,894,079       | -4,914,400       | -5,037,600       | -5,163,600       |
| <b>CAPITAL INCOME</b>      |                |                      |                  |                  |                  |                  |
| Urban and Support Services | -400,000       | -400,000             | -1,744,000       | -803,900         | -824,000         | -844,700         |
| Roads                      | 0              | -1,178,017           | -4,296,034       | -2,500,000       | -2,500,000       | -2,500,000       |
| Ancillary Roadworks        | 0              | -1,004,811           | -1,780,147       | -500,000         | -500,000         | -500,000         |
| Footpaths                  | 0              | 0                    | 0                | 0                | 0                | 0                |
| Civic Services             | 0              | -236,501             | 0                | 0                | 0                | 0                |
|                            | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Income       | -400,000       | -2,819,329           | -7,820,181       | -3,803,900       | -3,824,000       | -3,844,700       |
| <b>EXPENDITURE</b>         |                |                      |                  |                  |                  |                  |
| Urban and Support Services | 2,471,000      | 2,553,500            | 2,947,705        | 3,035,100        | 3,125,100        | 3,217,800        |
| Roads                      | 284,000        | 284,000              | 563,760          | 577,700          | 592,000          | 606,800          |
| Ancillary Roadworks        | 1,221,000      | 1,221,000            | 1,221,526        | 1,252,300        | 1,283,700        | 1,315,800        |
| Footpaths                  | 272,000        | 272,000              | 382,141          | 392,900          | 403,900          | 415,300          |
| Civic Services             | 983,000        | 1,219,501            | 813,736          | 838,056          | 863,200          | 889,000          |
|                            | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Expenditure          | 5,231,000      | 5,550,001            | 5,928,867        | 6,096,056        | 6,267,900        | 6,444,700        |
| <b>CAPITAL EXPENDITURE</b> |                |                      |                  |                  |                  |                  |
| Urban and Support Services | 950,000        | 1,050,000            | 2,085,000        | 1,307,200        | 1,339,800        | 1,373,300        |
| Roads                      | 978,000        | 2,516,017            | 4,396,034        | 2,115,900        | 2,061,100        | 2,040,600        |
| Ancillary Roadworks        | 520,000        | 1,781,837            | 2,511,671        | 2,380,000        | 2,150,000        | 2,070,000        |
| Footpaths                  | 875,000        | 1,205,000            | 435,302          | 500,000          | 512,500          | 525,300          |
| Civic Services             | 0              | 37,000               | 38,000           | 38,950           | 39,900           | 40,900           |
|                            | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Expenditure  | 3,323,000      | 6,589,854            | 9,466,007        | 6,342,050        | 6,103,300        | 6,050,100        |
| Net (Surplus)/Deficiency   | 4,721,183      | 5,057,709            | 2,680,614        | 3,719,806        | 3,509,600        | 3,486,500        |

# ENVIRONMENTAL AND COMMUNITY AMENITIES

Program No 9.0

| Sub Program Summary                    | 2016/2017      |                      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |
|--|----------------|----------------------|------------------|------------------|------------------|------------------|
|  | Adopted Budget | Budget as at Dec Qtr | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| <b>INCOME</b>                          |                |                      |                  |                  |                  |                  |
| Household Garbage Collection           | -7,041,000     | -7,746,575           | -9,994,116       | -10,185,500      | -10,440,000      | -10,701,100      |
| Street Cleaning                        | 0              | 0                    | 0                | 0                | 0                | 0                |
| Kept Blank                             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Urban Stormwater Drainage              | -284,000       | -284,000             | -288,695         | -295,900         | -303,300         | -310,800         |
| Public Facilities /Community Amenities | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Income                           | -7,325,000     | -8,030,575           | -10,282,811      | -10,481,400      | -10,743,300      | -11,011,900      |
| <b>CAPITAL INCOME</b>                  |                |                      |                  |                  |                  |                  |
| Household Garbage Collection           | 0              | 0                    | 0                | 0                | 0                | 0                |
| Street Cleaning                        | 0              | 0                    | 0                | 0                | 0                | 0                |
| Kept Blank                             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Urban Stormwater Drainage              | -850,000       | -1,149,000           | -155,000         | 0                | 0                | 0                |
| Public Facilities /Community Amenities | -320,000       | -706,268             | -1,134,641       | 0                | 0                | 0                |
| Total Capital Income                   | -1,170,000     | -1,855,268           | -1,289,641       | 0                | 0                | 0                |
| <b>EXPENDITURE</b>                     |                |                      |                  |                  |                  |                  |
| Household Garbage Collection           | 6,916,000      | 7,247,907            | 9,986,414        | 10,128,400       | 10,393,800       | 10,666,300       |
| Street Cleaning                        | 686,000        | 686,000              | 679,098          | 696,900          | 715,200          | 734,000          |
| Kept Blank                             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Urban Stormwater Drainage              | 149,000        | 149,000              | 338,579          | 111,500          | 114,400          | 117,400          |
| Public Facilities /Community Amenities | 64,000         | 64,000               | 64,000           | 65,600           | 67,200           | 68,900           |
| Total Expenditure                      | 7,815,000      | 8,146,907            | 11,068,091       | 11,002,400       | 11,290,600       | 11,586,600       |
| <b>CAPITAL EXPENDITURE</b>             |                |                      |                  |                  |                  |                  |
| Household Garbage Collection           | 0              | 146,477              | 7,702            | 57,100           | 46,200           | 34,800           |
| Street Cleaning                        | 0              | 0                    | 0                | 0                | 0                | 0                |
| Kept Blank                             | 0              | 0                    | 0                | 0                | 0                | 0                |
| Urban Stormwater Drainage              | 1,134,000      | 1,433,000            | 288,650          | 205,000          | 210,100          | 215,400          |
| Public Facilities /Community Amenities | 2,416,000      | 2,802,268            | 1,524,928        | 205,714          | 266,300          | 255,700          |
| Total Capital Expenditure              | 3,550,000      | 4,381,745            | 1,821,280        | 467,814          | 522,600          | 505,900          |
| Net (Surplus)/Deficiency               | 2,870,000      | 2,642,809            | 1,316,919        | 988,814          | 1,069,900        | 1,080,600        |

# GENERAL PURPOSE REVENUES

Program No. 10.0

|                            | 2016/2017      | 2017/2018        | 2018/2019        | 2019/2020        | 2020/2021        |             |
|----------------------------|----------------|------------------|------------------|------------------|------------------|-------------|
|                            | Adopted Budget | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |             |
| Sub Program Summary        | Budget         | at Dec Ctr       | Budget           | Budget           | Budget           |             |
| <b>INCOME</b>              |                |                  |                  |                  |                  |             |
| General Purpose Revenues   | -19,511,000    | -19,688,290      | -22,834,320      | -23,414,200      | -23,999,500      | -24,599,400 |
| Total Income               | -19,511,000    | -19,688,290      | -22,834,320      | -23,414,200      | -23,999,500      | -24,599,400 |
| <b>CAPITAL INCOME</b>      |                |                  |                  |                  |                  |             |
| General Purpose Revenues   | -7,791,000     | -7,761,000       | -12,207,500      | -12,498,017      | -12,795,317      | -13,099,752 |
| Total Capital Income       | -7,791,000     | -7,761,000       | -12,207,500      | -12,498,017      | -12,795,317      | -13,099,752 |
| <b>EXPENDITURE</b>         |                |                  |                  |                  |                  |             |
| General Purpose Revenues   | 0              | 0                | 0                | 0                | 0                | 0           |
| Total Expenditure          | 0              | 0                | 0                | 0                | 0                | 0           |
| <b>CAPITAL EXPENDITURE</b> |                |                  |                  |                  |                  |             |
| General Purpose Revenues   | 0              | 0                | 0                | 0                | 0                | 0           |
| Total Capital Expenditure  | 0              | 0                | 0                | 0                | 0                | 0           |
| Net Surplus/(Deficiency)   | -27,302,000    | -27,449,290      | -35,041,820      | -35,912,217      | -36,794,817      | -37,699,152 |



# APPROPRIATION - FUTURE EXPENDITURE

Program No 11.0

| Sub Program Summary                   | 2016/2017      |                      | 2017/2018        | 2017/2018        | 2018/2019        | 2019/2020        |
|---------------------------------------|----------------|----------------------|------------------|------------------|------------------|------------------|
|                                       | Adopted Budget | Budget as at Dec Qtr | Estimated Budget | Estimated Budget | Estimated Budget | Estimated Budget |
| <b>INCOME</b>                         |                |                      |                  |                  |                  |                  |
| Appropriations for Future Expenditure | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Income                          | 0              | 0                    | 0                | 0                | 0                | 0                |
| <b>CAPITAL INCOME</b>                 |                |                      |                  |                  |                  |                  |
| Appropriations for Future Expenditure | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Capital Income                  | 0              | 0                    | 0                | 0                | 0                | 0                |
| <b>EXPENDITURE</b>                    |                |                      |                  |                  |                  |                  |
| Appropriations for Future Expenditure | 0              | 0                    | 0                | 0                | 0                | 0                |
| Total Expenditure                     | 0              | 0                    | 0                | 0                | 0                | 0                |
| <b>CAPITAL EXPENDITURE</b>            |                |                      |                  |                  |                  |                  |
| Appropriations for Future Expenditure | 0              | 0                    | 7,459,700        | 7,466,100        | 7,652,800        | 7,844,100        |
| Total Capital Expenditure             | 0              | 0                    | 7,459,700        | 7,466,100        | 7,652,800        | 7,844,100        |
| Net (Surplus)/Deficiency              | 0              | 0                    | 7,459,700        | 7,466,100        | 7,652,800        | 7,844,100        |

## Capital Works

Council will continue to invest in asset renewal to improve the overall condition of Council's assets, in order to reduce ongoing operational costs associated with asset repair and maintenance. Council has budgeted capital projects totaling \$29.05 million in 2017-2018.

| 2017-2018 Capital Works                 |               |                                  |                 |                      |
|---|---------------|----------------------------------|-----------------|----------------------|
| Description                             | Amount \$'000 | Funding Type                     | New/<br>Renewal | Assets Type          |
| <b>Roads</b>                            |               |                                  |                 |                      |
| Roads LATM Infrastructure               | 954           | S94 Reserves                     | Renewal         | Roads                |
| Road Resheeting & Resealing             | 2,452         | S94 Reserves & Operating Revenue | Renewal         | Roads                |
| <b>Total Road Works</b>                 | <b>3,406</b>  |                                  |                 |                      |
| <b>Bridges</b>                          |               |                                  |                 |                      |
| Bridges & Other Structures              | 1,813         | S94 Reserves                     | Renewal         | Bridges              |
| <b>Total Bridges Works</b>              | <b>1,813</b>  |                                  |                 |                      |
| <b>Other Infrastructure</b>             |               |                                  |                 |                      |
| Villages Upgrades                       | 1,689         | S94 Reserves                     | Renewal         | Other Infrastructure |
| <b>Total Other Infrastructure Works</b> | <b>1,689</b>  |                                  |                 |                      |
| <b>Footpath</b>                         |               |                                  |                 |                      |
| General Footpath Programme              | 435           | Operating Revenue                | Renewal         | Footpath             |
| <b>Total Footpath Works</b>             | <b>435</b>    |                                  |                 |                      |
| <b>Building</b>                         |               |                                  |                 |                      |
| Town Hall Buildings                     | 10            | Operating Revenue                | Renewal         | Building             |
| <b>Total Building Works</b>             | <b>10</b>     |                                  |                 |                      |
| <b>Community Facilities</b>             |               |                                  |                 |                      |
| Community Safety                        | 196           | S94 Reserves                     | New             | Plant & Equipment    |
| Public Facilities & Amenities Upgrades  | 1,525         | S94 Reserves & Operating Revenue | Renewal         | Building             |
| <b>Total Community Facilities</b>       | <b>1,721</b>  |                                  |                 |                      |
| <b>Park Assets</b>                      |               |                                  |                 |                      |
| Parks & Reserves Upgrades               | 5,097         | S94 & Infrastructure Reserves    | Renewal         | Open Space           |

| 2017-2018 Capital Works                      |               |                                   |                 |                     |
|--|---------------|-----------------------------------|-----------------|---------------------|
| Description                                  | Amount \$'000 | Funding Type                      | New/<br>Renewal | Assets Type         |
| Playgrounds Upgrades                         | 11,644        | S94 Reserves                      | Renewal         | Open Space          |
| <b>Total Park Asset Works</b>                | <b>16,741</b> |                                   |                 |                     |
| <b>Stormwater Drainage</b>                   |               |                                   |                 |                     |
| Stormwater Drainage                          | 200           | Stormwater Levy                   | New             | Stormwater Drainage |
| <b>Total Stormwater Drainage Works</b>       | <b>200</b>    |                                   |                 |                     |
| <b>Other</b>                                 |               |                                   |                 |                     |
| Office Equipment                             | 40            | Operating Revenue                 | New             | Office Equipment    |
| Information & Technology Hardware & Software | 444           | Operating Revenue                 | Renewal         | Plant & Equipment   |
| Plant & Equipment                            | 2,123         | Operating Revenue & Waste Reserve | Renewal         | Plant & Equipment   |
| Planning & Strategy                          | 180           | S94 Reserves                      | New             | Other               |
| Library Books                                | 251           | Operating Revenue                 | New             | Books               |
| <b>Total Other</b>                           | <b>3,038</b>  |                                   |                 |                     |
|  |               |                                   |                 |                     |
| <b>Total 2017-18 Capex</b>                   | <b>29,052</b> |                                   |                 |                     |

### Programs 2017-2018

|   | Program                                  | Proposal                                |
|---|--|---|
| 1 | Mason Park                               | All Weather Playing surface and Carpark |
| 2 | Strathfield Park Upgrade Stage 2         | All Weather Playing Surface             |
| 3 | Bressington Park                         | Amenities and Embellishment             |
| 4 | Bark Huts Reserve                        | Amenities and Playground embellishment  |
| 5 | Begnell Field                            | Amenities Upgrade and Irrigation        |
| 6 | Parramatta Road, Strathfield             | Arnotts Reserve - New Park              |
| 7 | Pomeroy St, Allen St & Cave Rd           | Bridges Renewal                         |
| 8 | Homebush & Flemington Shopping Precincts | CCTV infrastructure                     |
| 9 | Melville Reserve                         | Community Centre and Playground         |

|    | <b>Program</b>                                      | <b>Proposal</b>                        |
|----|---|--|
| 10 | Pemberton Street- Between Arthur St- Shortland Ave  | Corridor and traffic facilities        |
| 11 | Knight St (Parramatta Rd - Loftus Cres) -           | Corridor Upgrade                       |
| 12 | Loftus Cres B/W Subway lane & Bridge Rd             | Corridor Upgrade                       |
| 13 | Cooks River Cycleway - Banker Rd to Punchbowl Rd    | Cycleway for active transport          |
| 14 | Arthur and Pemberton Street Intersection            | Cycleway Upgrade                       |
| 15 | Drew St   | Eco and Rain Garden                    |
| 16 | Arnotts Site Stage 1 Works Precinct 3               | Linear Park and Reserve                |
| 17 | Loftus Land/Parramatta Rd Urban Play space          | Linear Park Upgrade                    |
| 18 | Powell's Creek Redevelopment                        | Naturalise Channel                     |
| 19 | Ford Park   | New Playground                         |
| 20 | Edwards Park  | New Playground and embellishment       |
| 21 | Hudson Oval   | Open Space Upgrade                     |
| 22 | Australian Korean Memorial Garden & Cultural Centre | Open space development & embellishment |
| 23 | Courallie Ave Homebush West                         | Open space Embellishment               |
| 24 | Henley Reserve                                      | Park upgrade                           |
| 25 | Boden Reserve                                       | Playground and Embellishment           |
| 26 | Austin Park   | Playground and park embellishment      |
| 27 | Dean Reserve  | Playground and Upgrade                 |
| 28 | Inveresk Reserve                                    | Playground and Upgrade                 |
| 29 | Cooke Park  | Reserve Embellishments                 |
| 30 | Drainage Upgrades                                   | Stormwater Management Various          |
| 31 | Homebush Village Upgrade Stage 1                    | Town Centre Renewal                    |
| 32 | Homebush West Village Upgrade Stage 1               | Town Centre Renewal                    |
| 33 | Barker Rd Traffic Calming Measures                  | Traffic Facilities                     |
| 34 | Henley Road/Exeter Road- Roundabout                 | Traffic Facilities                     |
| 35 | Burlington Road/Meredith Street - Roundabout        | Traffic Facilities and Upgrade         |
| 36 | Elliot Reserve Community Centre/Hub                 | Traffic Facilities and Upgrade         |
| 37 | Footpath Renewal programme - Various                | Traffic Facilities and Upgrade         |
| 38 | Traffic Management/LATM                             | Traffic Facilities and Upgrade         |

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| Program    |
|------------|
| Airey Park |

| Proposal             |
|----------------------|
| Upgrade of Amenities |

### Estimated Capital Expenditures 2017-2021

| Service                       | 2017-18           | 2018-19          | 2019-20          | 2020-21          |
|-------------------------------|-------------------|------------------|------------------|------------------|
| Office Equipment              | 40,000            | 41,000           | 42,000           | 43,100           |
| Information & Technology      | 444,160           | 420,300          | 430,800          | 441,600          |
| Planning & Strategy           | 180,000           | -                | -                | -                |
| Town Hall Buildings           | 10,000            | -                | -                | -                |
| Library                       | 251,000           | 113,800          | 116,600          | 119,500          |
| Parks & Reserves              | 5,096,620         | -                | 300,000          | 300,000          |
| Playgrounds                   | 11,643,586        | -                | -                | -                |
| Sports Field                  | -                 | 200,000          | 200,000          | 250,000          |
| Community Safety              | 195,700           | -                | -                | -                |
| Plant & Equipment             | 2,123,000         | 1,346,150        | 1,379,700        | 1,414,200        |
| Roads LATM Infrastructure     | 953,844           | -                | -                | -                |
| Road Resheeting & Resealing   | 2,451,714         | 2,745,900        | 2,711,100        | 2,710,600        |
| Bridges & Other Structures    | 1,812,847         | 100,000          | 1,500,000        | 1,400,000        |
| Villages Upgrades             | 1,689,300         | 1,650,000        | -                | -                |
| Footpath                      | 435,302           | 500,000          | 512,500          | 525,300          |
| Stormwater Drainage           | 200,000           | 205,000          | 210,100          | 215,400          |
| Public Facilities & Amenities | 1,524,928         | 205,714          | 266,300          | 255,700          |
| <b>Grand Total</b>            | <b>29,052,002</b> | <b>7,527,864</b> | <b>7,669,100</b> | <b>7,675,400</b> |

**Strathfield Municipal Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**INCOME STATEMENT - GENERAL FUND**

|   | <b>Actuals</b>    | <b>Current Year</b> |                   | <b>Projected years</b> |                   |                   |
|---|-------------------|---------------------|-------------------|------------------------|-------------------|-------------------|
|   | <b>2015/16</b>    | <b>2016/17</b>      | <b>2017/18</b>    | <b>2018/19</b>         | <b>2019/20</b>    | <b>2020/21</b>    |
|   | <b>\$</b>         | <b>\$</b>           | <b>\$</b>         | <b>\$</b>              | <b>\$</b>         | <b>\$</b>         |
| <b>Income from Continuing Operations</b>  |                   |                     |                   |                        |                   |                   |
| <b>Revenue:</b>   |                   |                     |                   |                        |                   |                   |
| Rates & Annual Charges  | 22,763,000        | 23,137,000          | 26,740,214        | 27,408,600             | 28,093,600        | 28,795,800        |
| User Charges & Fees   | 4,387,000         | 5,092,817           | 5,820,832         | 5,967,100              | 6,116,200         | 6,268,900         |
| Interest & Investment Revenue   | 1,497,000         | 1,104,000           | 1,123,000         | 1,092,700              | 1,120,000         | 1,148,000         |
| Other Revenues  | 1,406,000         | 2,566,810           | 2,983,625         | 3,051,900              | 3,122,300         | 3,194,300         |
| Grants & Contributions provided for Operating Purposes                                    | 3,805,000         | 4,525,000           | 2,902,420         | 1,950,200              | 1,999,000         | 2,048,900         |
| Grants & Contributions provided for Capital Purposes                                      | 6,774,000         | 8,340,736           | 7,284,000         | 7,466,200              | 7,652,800         | 7,844,100         |
| <b>Other Income:</b>  |                   |                     |                   |                        |                   |                   |
| Net gains from the disposal of assets   | 59,000            | -                   | -                 | -                      | -                 | -                 |
| <b>Total Income from Continuing Operations</b>  | <b>40,691,000</b> | <b>44,766,363</b>   | <b>46,854,091</b> | <b>46,936,700</b>      | <b>48,103,900</b> | <b>49,300,000</b> |
| <b>Expenses from Continuing Operations</b>  |                   |                     |                   |                        |                   |                   |
| Employee Benefits & On-Costs  | 12,480,000        | 14,459,603          | 16,397,213        | 16,662,800             | 17,220,000        | 17,594,900        |
| Materials & Contracts   | 8,125,000         | 4,390,623           | 5,180,353         | 4,565,328              | 4,543,100         | 4,655,900         |
| Depreciation & Amortisation   | 5,081,000         | 4,806,000           | 4,923,500         | 5,031,817              | 5,142,517         | 5,255,652         |
| Other Expenses  | 7,735,000         | 12,066,096          | 12,947,699        | 13,184,008             | 13,517,300        | 13,858,200        |
| <b>Total Expenses from Continuing Operations</b>  | <b>33,421,000</b> | <b>35,722,322</b>   | <b>39,448,766</b> | <b>39,443,953</b>      | <b>40,422,917</b> | <b>41,364,652</b> |
| <b>Operating Result from Continuing Operations</b>  | <b>7,270,000</b>  | <b>9,044,041</b>    | <b>7,405,325</b>  | <b>7,492,747</b>       | <b>7,680,983</b>  | <b>7,935,348</b>  |
| Discontinued Operations - Profit/(Loss)   | -                 | -                   | -                 | -                      | -                 | -                 |
| <b>Net Profit/(Loss) from Discontinued Operations</b>                                     | <b>-</b>          | <b>-</b>            | <b>-</b>          | <b>-</b>               | <b>-</b>          | <b>-</b>          |
| <b>Net Operating Result for the Year</b>  | <b>7,270,000</b>  | <b>9,044,041</b>    | <b>7,405,325</b>  | <b>7,492,747</b>       | <b>7,680,983</b>  | <b>7,935,348</b>  |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>496,000</b>    | <b>703,305</b>      | <b>121,325</b>    | <b>26,547</b>          | <b>28,183</b>     | <b>91,248</b>     |

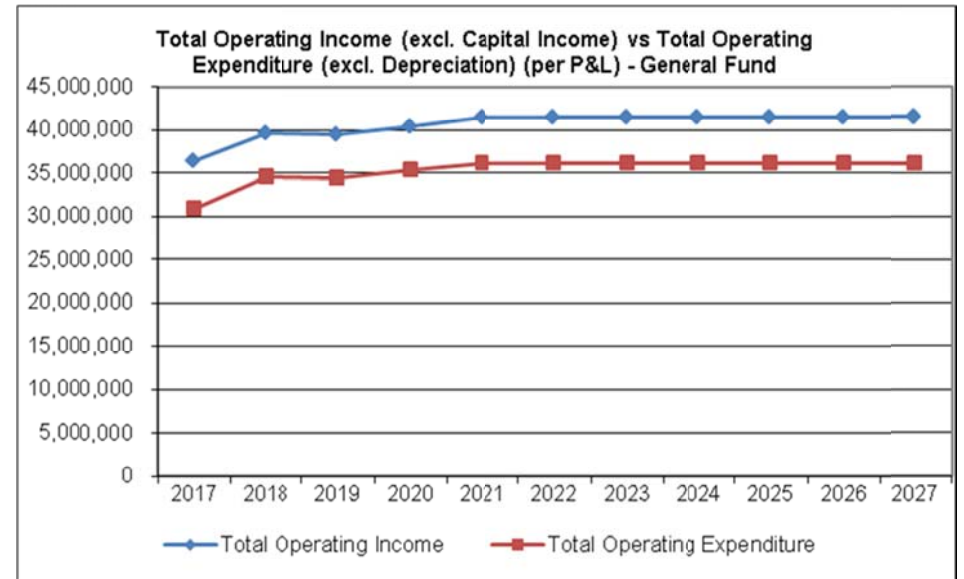
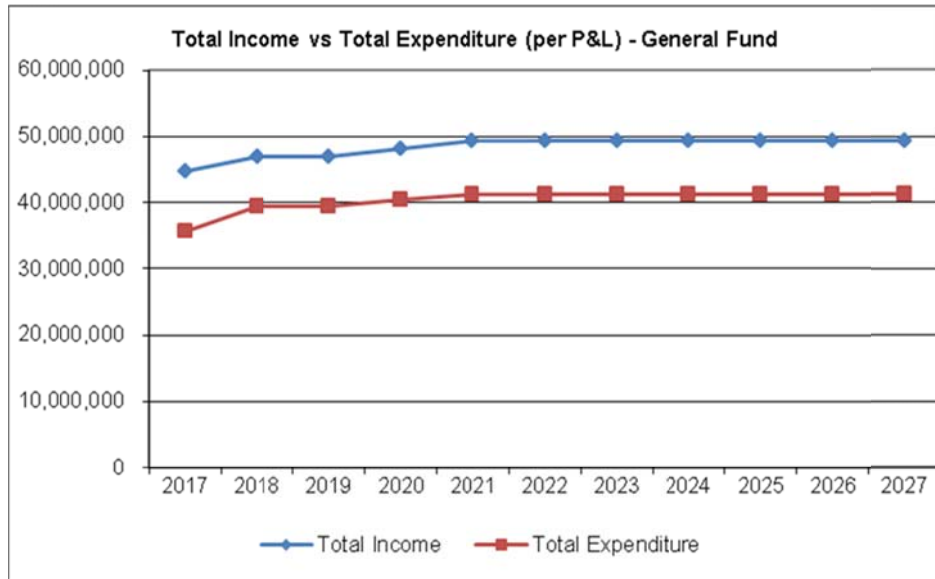
**Strathfield Municipal Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**INCOME STATEMENT - GENERAL FUND**

|   | Projected Years   |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           |
|   | \$                | \$                | \$                | \$                | \$                | \$                |
| <b>Income from Continuing Operations</b>  |                   |                   |                   |                   |                   |                   |
| <b>Revenue:</b>   |                   |                   |                   |                   |                   |                   |
| Rates & Annual Charges  | 28,795,800        | 28,795,800        | 28,795,800        | 28,795,800        | 28,795,800        | 28,795,800        |
| User Charges & Fees   | 6,268,900         | 6,268,900         | 6,268,900         | 6,268,900         | 6,268,900         | 6,268,900         |
| Interest & Investment Revenue   | 1,148,000         | 1,148,000         | 1,148,000         | 1,148,000         | 1,148,000         | 1,148,000         |
| Other Revenues  | 3,194,300         | 3,194,300         | 3,194,300         | 3,194,300         | 3,194,300         | 3,194,300         |
| Grants & Contributions provided for Operating Purposes                                    | 2,048,900         | 2,048,900         | 2,048,900         | 2,048,900         | 2,048,900         | 2,048,900         |
| Grants & Contributions provided for Capital Purposes                                      | 7,844,100         | 7,844,100         | 7,844,100         | 7,844,100         | 7,844,100         | 7,844,100         |
| <b>Other Income:</b>  |                   |                   |                   |                   |                   |                   |
| Net gains from the disposal of assets   | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Total Income from Continuing Operations</b>  | <b>49,300,000</b> | <b>49,300,000</b> | <b>49,300,000</b> | <b>49,300,000</b> | <b>49,300,000</b> | <b>49,300,000</b> |
| <b>Expenses from Continuing Operations</b>  |                   |                   |                   |                   |                   |                   |
| Employee Benefits & On-Costs  | 17,594,900        | 17,594,900        | 17,594,900        | 17,594,900        | 17,594,900        | 17,594,900        |
| Materials & Contracts   | 4,657,400         | 4,657,400         | 4,657,400         | 4,657,400         | 4,657,400         | 4,657,400         |
| Depreciation & Amortisation   | 5,255,652         | 5,255,652         | 5,255,652         | 5,255,652         | 5,255,652         | 5,255,652         |
| Other Expenses  | 13,858,200        | 13,858,200        | 13,858,200        | 13,858,200        | 13,858,200        | 13,858,200        |
| <b>Total Expenses from Continuing Operations</b>  | <b>41,366,152</b> | <b>41,366,152</b> | <b>41,366,152</b> | <b>41,366,152</b> | <b>41,366,152</b> | <b>41,366,152</b> |
| <b>Operating Result from Continuing Operations</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  |
| Discontinued Operations - Profit/(Loss)   | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Net Profit/(Loss) from Discontinued Operations</b>                                     | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          |
| <b>Net Operating Result for the Year</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  | <b>7,933,848</b>  |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>89,748</b>     | <b>89,748</b>     | <b>89,748</b>     | <b>89,748</b>     | <b>89,748</b>     | <b>89,748</b>     |

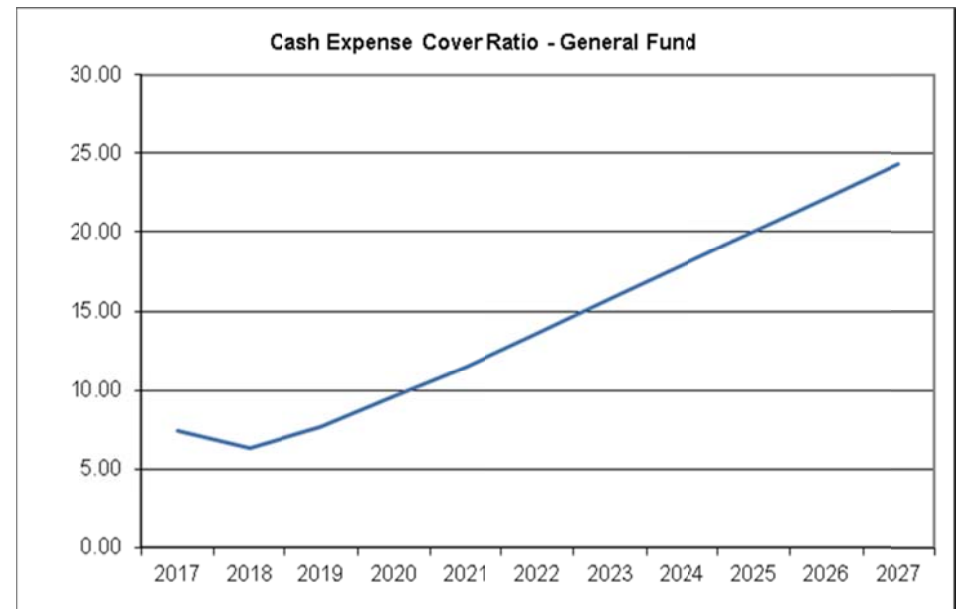
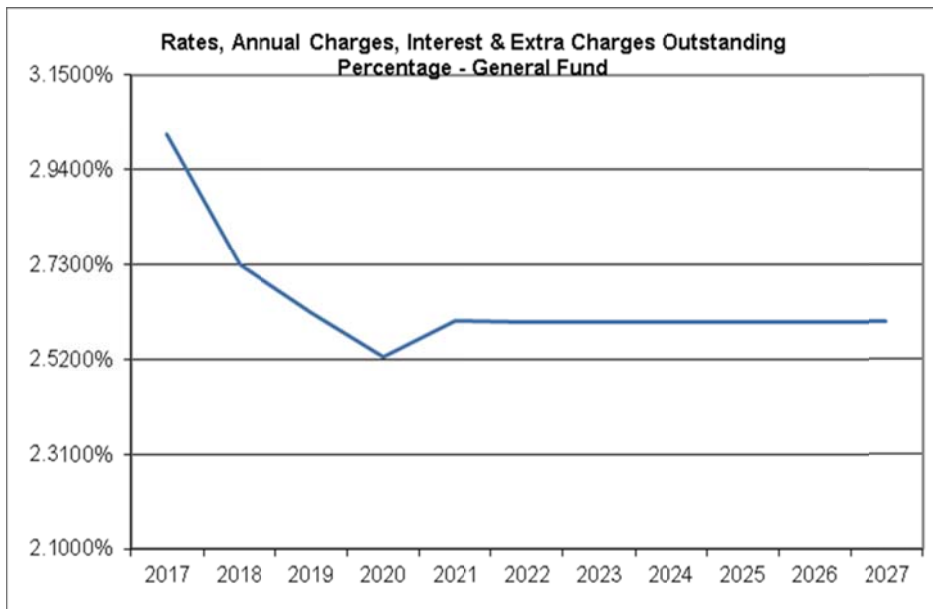
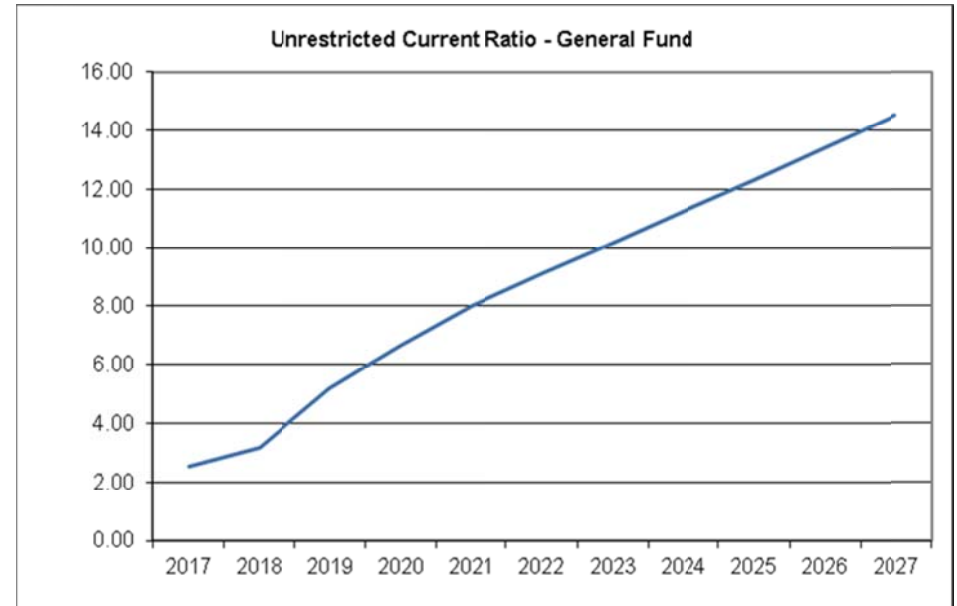
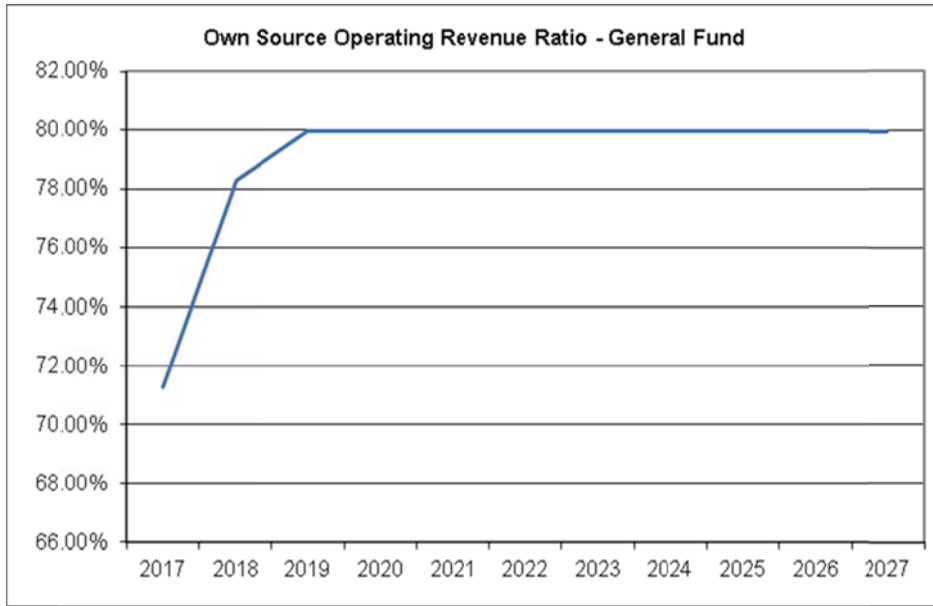
**Strathfield Municipal Council**

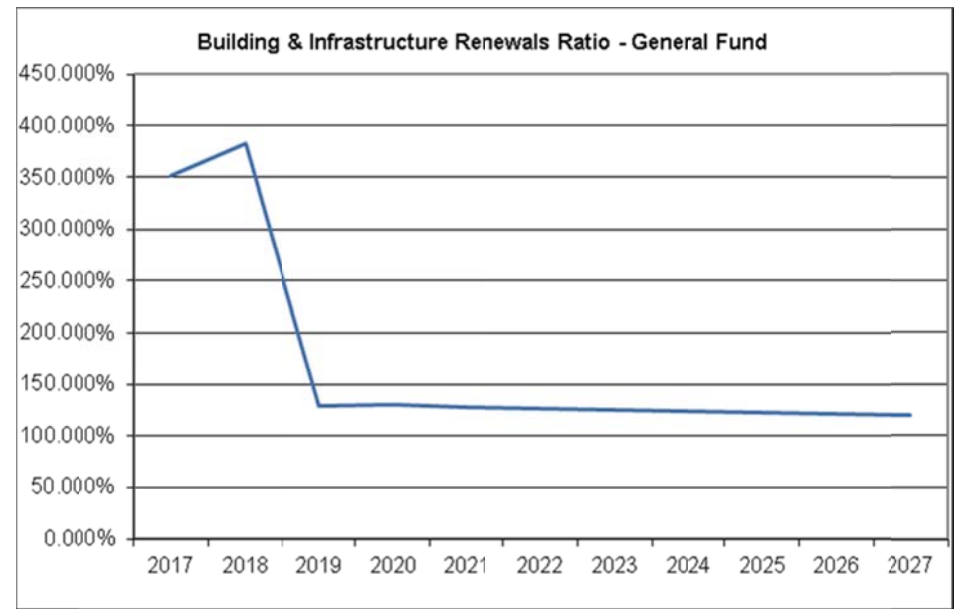
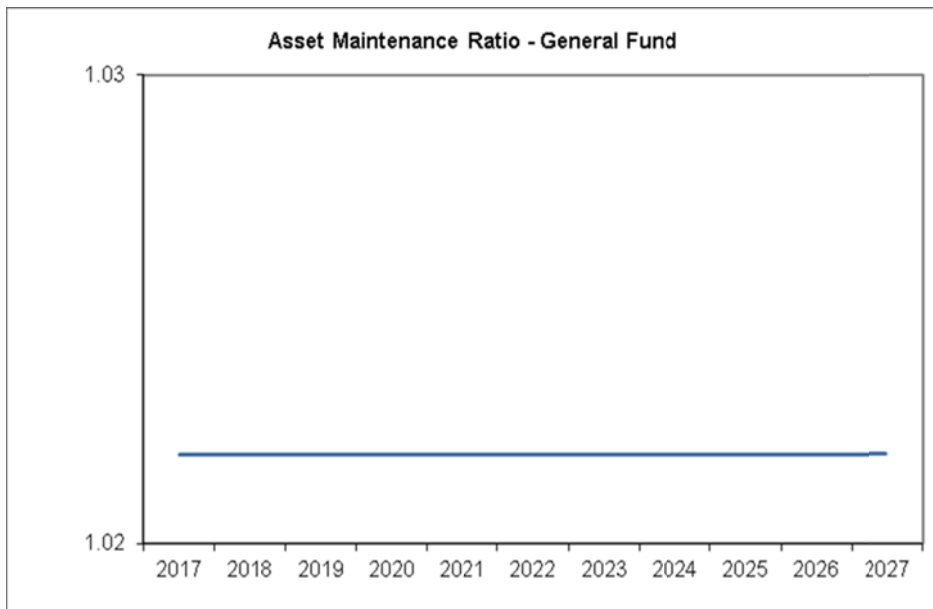
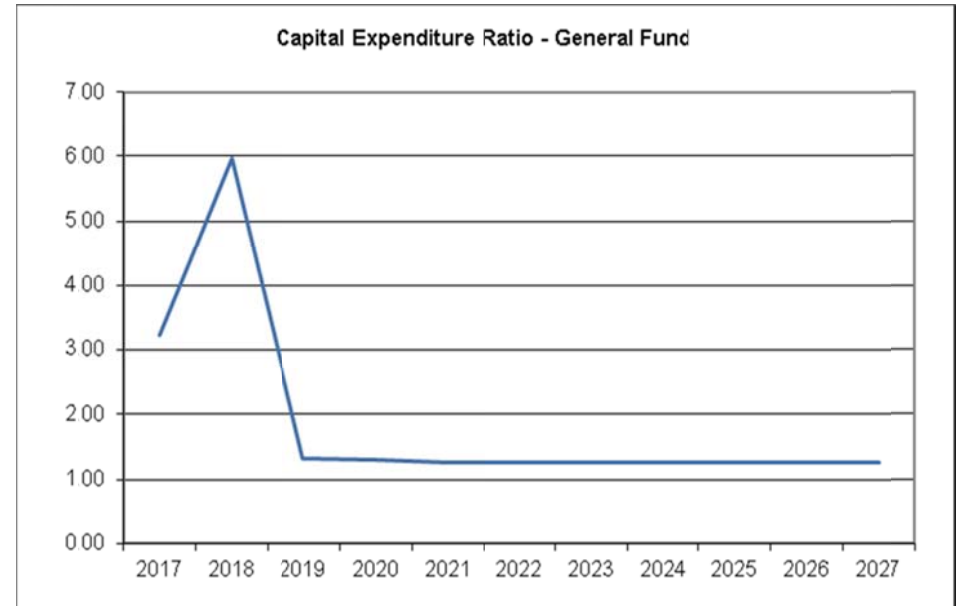
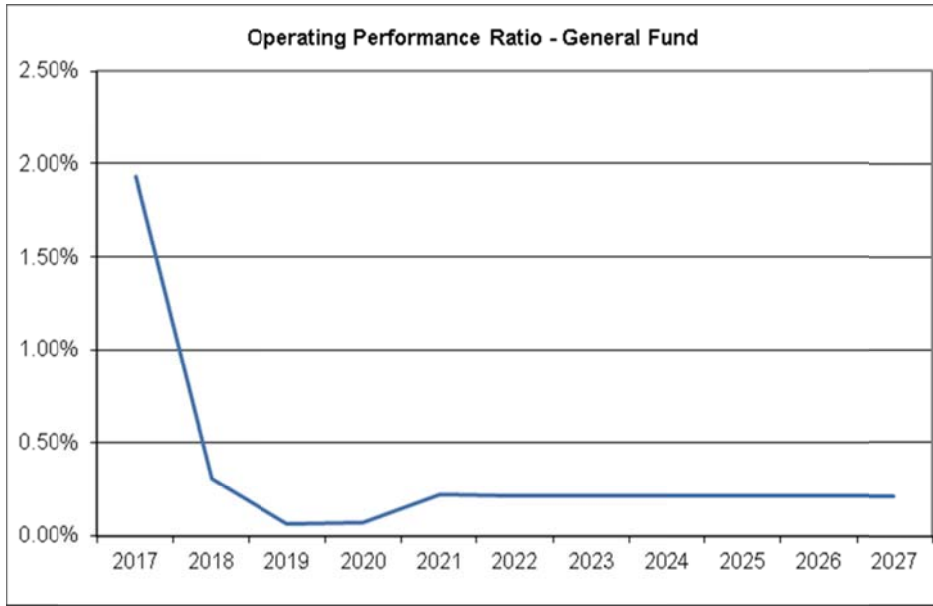
**10 Year Financial Plan for the Years ending 30 June 2027**

**CHARTS - GENERAL FUND**









**Strathfield Municipal Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**BALANCE SHEET - GENERAL FUND**

|   | <b>Actuals</b>     | <b>Current Year</b> | <b>Projected Years</b> |                    |                    |                    |                    |
|---|--------------------|---------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
|   | <b>2015/16</b>     | <b>2016/17</b>      | <b>2017/18</b>         | <b>2018/19</b>     | <b>2019/20</b>     | <b>2020/21</b>     | <b>2021/22</b>     |
|   | <b>\$</b>          | <b>\$</b>           | <b>\$</b>              | <b>\$</b>          | <b>\$</b>          | <b>\$</b>          | <b>\$</b>          |
| <b>ASSETS</b>                               |                    |                     |                        |                    |                    |                    |                    |
| <b>Current Assets</b>                       |                    |                     |                        |                    |                    |                    |                    |
| Cash & Cash Equivalents                     | 10,664,000         | 19,128,060          | 18,030,190             | 22,233,330         | 28,212,283         | 34,614,838         | 41,046,345         |
| Investments                                 | 42,500,000         | 32,500,000          | 17,500,000             | 17,500,000         | 17,500,000         | 17,500,000         | 17,500,000         |
| Receivables                                 | 2,977,000          | 3,083,713           | 3,093,753              | 3,188,269          | 3,336,473          | 3,491,448          | 3,578,344          |
| Inventories                                 | 132,000            | 56,337              | 67,147                 | 59,170             | 58,882             | 60,344             | 60,364             |
| Other                                       | 61,000             | 90,822              | 100,046                | 97,955             | 99,672             | 102,176            | 102,184            |
| <b>Total Current Assets</b>                 | <b>56,334,000</b>  | <b>54,858,932</b>   | <b>38,791,136</b>      | <b>43,078,724</b>  | <b>49,207,310</b>  | <b>55,768,806</b>  | <b>62,287,237</b>  |
| <b>Non-Current Assets</b>                   |                    |                     |                        |                    |                    |                    |                    |
| Infrastructure, Property, Plant & Equipment | 278,684,000        | 289,432,966         | 313,854,100            | 315,432,347        | 317,023,230        | 318,438,778        | 319,854,325        |
| <b>Total Non-Current Assets</b>             | <b>278,684,000</b> | <b>289,432,966</b>  | <b>313,854,100</b>     | <b>315,432,347</b> | <b>317,023,230</b> | <b>318,438,778</b> | <b>319,854,325</b> |
| <b>TOTAL ASSETS</b>                         | <b>335,018,000</b> | <b>344,291,898</b>  | <b>352,645,236</b>     | <b>358,511,071</b> | <b>366,230,540</b> | <b>374,207,584</b> | <b>382,141,563</b> |
| <b>LIABILITIES</b>                          |                    |                     |                        |                    |                    |                    |                    |
| <b>Current Liabilities</b>                  |                    |                     |                        |                    |                    |                    |                    |
| Payables                                    | 9,524,000          | 9,753,857           | 10,701,870             | 9,074,958          | 9,113,444          | 9,155,140          | 9,155,271          |
| Provisions                                  | 3,022,000          | 3,119,166           | 3,119,166              | 3,119,166          | 3,119,166          | 3,119,166          | 3,119,166          |
| <b>Total Current Liabilities</b>            | <b>12,546,000</b>  | <b>12,873,024</b>   | <b>13,821,036</b>      | <b>12,194,124</b>  | <b>12,232,610</b>  | <b>12,274,306</b>  | <b>12,274,437</b>  |
| <b>Non-Current Liabilities</b>              |                    |                     |                        |                    |                    |                    |                    |
| Provisions                                  | 357,000            | 259,834             | 259,834                | 259,834            | 259,834            | 259,834            | 259,834            |
| <b>Total Non-Current Liabilities</b>        | <b>357,000</b>     | <b>259,834</b>      | <b>259,834</b>         | <b>259,834</b>     | <b>259,834</b>     | <b>259,834</b>     | <b>259,834</b>     |
| <b>TOTAL LIABILITIES</b>                    | <b>12,903,000</b>  | <b>13,132,857</b>   | <b>14,080,870</b>      | <b>12,453,958</b>  | <b>12,492,444</b>  | <b>12,534,140</b>  | <b>12,534,271</b>  |
| <b>Net Assets</b>                           | <b>322,115,000</b> | <b>331,159,041</b>  | <b>338,564,366</b>     | <b>346,057,113</b> | <b>353,738,096</b> | <b>361,673,444</b> | <b>369,607,292</b> |
| <b>EQUITY</b>                               |                    |                     |                        |                    |                    |                    |                    |
| Retained Earnings                           | 177,381,000        | 186,425,041         | 193,830,366            | 201,323,113        | 209,004,096        | 216,939,444        | 224,873,292        |
| Revaluation Reserves                        | 144,734,000        | 144,734,000         | 144,734,000            | 144,734,000        | 144,734,000        | 144,734,000        | 144,734,000        |
| Council Equity Interest                     | 322,115,000        | 331,159,041         | 338,564,366            | 346,057,113        | 353,738,096        | 361,673,444        | 369,607,292        |
| <b>Total Equity</b>                         | <b>322,115,000</b> | <b>331,159,041</b>  | <b>338,564,366</b>     | <b>346,057,113</b> | <b>353,738,096</b> | <b>361,673,444</b> | <b>369,607,292</b> |

**Strathfield Municipal Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**BALANCE SHEET - GENERAL FUND**

|   | <b>2022/23</b>     | <b>2023/24</b>     | <b>2024/25</b>     | <b>2025/26</b>     | <b>2026/27</b>     |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | \$                 | \$                 | \$                 | \$                 | \$                 |
| <b>ASSETS</b>                               |                    |                    |                    |                    |                    |
| <b>Current Assets</b>                       |                    |                    |                    |                    |                    |
| Cash & Cash Equivalents                     | 47,476,821         | 53,907,309         | 60,337,797         | 66,768,285         | 73,198,773         |
| Investments                                 | 17,500,000         | 17,500,000         | 17,500,000         | 17,500,000         | 17,500,000         |
| Receivables                                 | 3,666,168          | 3,753,980          | 3,841,792          | 3,929,604          | 4,017,416          |
| Inventories                                 | 60,364             | 60,364             | 60,364             | 60,364             | 60,364             |
| Other                                       | 102,184            | 102,184            | 102,184            | 102,184            | 102,184            |
| <b>Total Current Assets</b>                 | <b>68,805,537</b>  | <b>75,323,837</b>  | <b>81,842,137</b>  | <b>88,360,437</b>  | <b>94,878,737</b>  |
| <b>Non-Current Assets</b>                   |                    |                    |                    |                    |                    |
| Infrastructure, Property, Plant & Equipment | 321,269,873        | 322,685,421        | 324,100,968        | 325,516,516        | 326,932,064        |
| <b>Total Non-Current Assets</b>             | <b>321,269,873</b> | <b>322,685,421</b> | <b>324,100,968</b> | <b>325,516,516</b> | <b>326,932,064</b> |
| <b>TOTAL ASSETS</b>                         | <b>390,075,410</b> | <b>398,009,258</b> | <b>405,943,106</b> | <b>413,876,953</b> | <b>421,810,801</b> |
| <b>LIABILITIES</b>                          |                    |                    |                    |                    |                    |
| <b>Current Liabilities</b>                  |                    |                    |                    |                    |                    |
| Payables                                    | 9,155,271          | 9,155,271          | 9,155,271          | 9,155,271          | 9,155,271          |
| Provisions                                  | 3,119,166          | 3,119,166          | 3,119,166          | 3,119,166          | 3,119,166          |
| <b>Total Current Liabilities</b>            | <b>12,274,437</b>  | <b>12,274,437</b>  | <b>12,274,437</b>  | <b>12,274,437</b>  | <b>12,274,437</b>  |
| <b>Non-Current Liabilities</b>              |                    |                    |                    |                    |                    |
| Provisions                                  | 259,834            | 259,834            | 259,834            | 259,834            | 259,834            |
| <b>Total Non-Current Liabilities</b>        | <b>259,834</b>     | <b>259,834</b>     | <b>259,834</b>     | <b>259,834</b>     | <b>259,834</b>     |
| <b>TOTAL LIABILITIES</b>                    | <b>12,534,271</b>  | <b>12,534,271</b>  | <b>12,534,271</b>  | <b>12,534,271</b>  | <b>12,534,271</b>  |
| <b>Net Assets</b>                           | <b>377,541,139</b> | <b>385,474,987</b> | <b>393,408,835</b> | <b>401,342,682</b> | <b>409,276,530</b> |
| <b>EQUITY</b>                               |                    |                    |                    |                    |                    |
| Retained Earnings                           | 232,807,139        | 240,740,987        | 248,674,835        | 256,608,682        | 264,542,530        |
| Revaluation Reserves                        | 144,734,000        | 144,734,000        | 144,734,000        | 144,734,000        | 144,734,000        |
| Council Equity Interest                     | 377,541,139        | 385,474,987        | 393,408,835        | 401,342,682        | 409,276,530        |
| <b>Total Equity</b>                         | <b>377,541,139</b> | <b>385,474,987</b> | <b>393,408,835</b> | <b>401,342,682</b> | <b>409,276,530</b> |

**Strathfield Municipal Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CASH FLOW STATEMENT - GENERAL FUND**

|   | <b>Actuals</b><br><b>2015/16</b><br>\$ | <b>Current Year</b><br><b>2016/17</b><br>\$ | <b>2017/18</b><br>\$ | <b>Projected Years</b> |                      | <b>2020/21</b><br>\$ |
|---|--|---|----------------------|------------------------|----------------------|----------------------|
|   |  |   |                      | <b>2018/19</b><br>\$   | <b>2019/20</b><br>\$ |                      |
| <b>Cash Flows from Operating Activities</b>                               |  |   |                      |                        |                      |                      |
| <b>Receipts:</b>  |  |   |                      |                        |                      |                      |
| Rates & Annual Charges  | 22,492,000                             | 23,224,601                                  | 26,556,386           | 27,374,500             | 28,058,653           | 28,759,975           |
| User Charges & Fees   | 5,088,000                              | 4,936,156                                   | 5,765,845            | 5,956,052              | 6,104,938            | 6,257,367            |
| Interest & Investment Revenue Received                                    | 1,451,000                              | 1,074,197                                   | 1,318,864            | 1,029,461              | 1,032,815            | 1,055,550            |
| Grants & Contributions  | 10,448,000                             | 12,901,487                                  | 10,232,912           | 9,429,762              | 9,647,715            | 9,888,815            |
| Bonds & Deposits Received   | 1,478,000                              | -   | -                    | -                      | -                    | -                    |
| Other   | 2,863,000                              | 2,535,654                                   | 2,994,935            | 3,057,037              | 3,116,316            | 3,188,178            |
| <b>Payments:</b>  |  |   |                      |                        |                      |                      |
| Employee Benefits & On-Costs  | (12,518,000)                           | (14,443,014)                                | (16,309,544)         | (17,110,058)           | (17,220,000)         | (17,594,900)         |
| Materials & Contracts   | (8,641,000)                            | (4,482,024)                                 | (5,054,166)          | (4,588,393)            | (4,517,315)          | (4,620,173)          |
| Bonds & Deposits Refunded   | (545,000)                              | -   | -                    | -                      | -                    | -                    |
| Other   | (8,692,000)                            | (12,066,096)                                | (12,947,699)         | (13,184,008)           | (13,517,300)         | (13,858,200)         |
| <b>Net Cash provided (or used in) Operating Activities</b>                | <b>13,424,000</b>                      | <b>13,680,962</b>                           | <b>12,557,533</b>    | <b>11,964,353</b>      | <b>12,705,823</b>    | <b>13,076,612</b>    |
| <b>Cash Flows from Investing Activities</b>                               |  |   |                      |                        |                      |                      |
| <b>Receipts:</b>  |  |   |                      |                        |                      |                      |
| Sale of Investment Securities   | 34,500,000                             | 10,000,000                                  | 15,000,000           | -                      | -                    | -                    |
| Sale of Infrastructure, Property, Plant & Equipment                       | 1,256,000                              | 400,000                                     | 219,000              | 224,500                | 230,100              | 235,900              |
| <b>Payments:</b>  |  |   |                      |                        |                      |                      |
| Purchase of Investment Securities   | (42,500,000)                           | -   | -                    | -                      | -                    | -                    |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (5,588,000)                            | (15,616,902)                                | (28,874,402)         | (7,985,713)            | (6,956,970)          | (6,909,956)          |
| <b>Net Cash provided (or used in) Investing Activities</b>                | <b>(12,332,000)</b>                    | <b>(5,216,902)</b>                          | <b>(13,655,402)</b>  | <b>(7,761,213)</b>     | <b>(6,726,870)</b>   | <b>(6,674,056)</b>   |
| <b>Cash Flows from Financing Activities</b>                               |  |   |                      |                        |                      |                      |
| <b>Receipts:</b>  |  |   |                      |                        |                      |                      |
| <b>Payments:</b>  |  |   |                      |                        |                      |                      |
| <b>Net Cash Flow provided (used in) Financing Activities</b>              | <b>-</b>                               | <b>-</b>                                    | <b>-</b>             | <b>-</b>               | <b>-</b>             | <b>-</b>             |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>             | <b>1,092,000</b>                       | <b>8,464,060</b>                            | <b>(1,097,869)</b>   | <b>4,203,140</b>       | <b>5,978,953</b>     | <b>6,402,555</b>     |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | <b>9,572,000</b>                       | <b>10,664,000</b>                           | <b>19,128,060</b>    | <b>18,030,190</b>      | <b>22,233,330</b>    | <b>28,212,283</b>    |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>10,664,000</b>                      | <b>19,128,060</b>                           | <b>18,030,190</b>    | <b>22,233,330</b>      | <b>28,212,283</b>    | <b>34,614,838</b>    |
| Cash & Cash Equivalents - end of the year                                 | 10,664,000                             | 19,128,060                                  | 18,030,190           | 22,233,330             | 28,212,283           | 34,614,838           |
| Investments - end of the year   | 42,500,000                             | 32,500,000                                  | 17,500,000           | 17,500,000             | 17,500,000           | 17,500,000           |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>53,164,000</b>                      | <b>51,628,060</b>                           | <b>35,530,190</b>    | <b>39,733,330</b>      | <b>45,712,283</b>    | <b>52,114,838</b>    |
| <b>Representing:</b>  |  |   |                      |                        |                      |                      |
| - External Restrictions   | 35,191,000                             | 37,895,590                                  | 14,879,011           | 12,136,111             | 9,382,311            | 6,667,111            |
| - Internal Restrictions   | 16,544,000                             | 12,349,695                                  | 12,350,465           | 15,007,865             | 17,851,765           | 21,086,765           |
| - Unrestricted  | 1,429,000                              | 1,382,775                                   | 8,300,714            | 12,589,354             | 18,478,207           | 24,360,962           |
|   | <b>53,164,000</b>                      | <b>51,628,060</b>                           | <b>35,530,190</b>    | <b>39,733,330</b>      | <b>45,712,283</b>    | <b>52,114,838</b>    |

**Strathfield Municipal Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CASH FLOW STATEMENT - GENERAL FUND**

|   | 2021/22           | 2022/23           | Projected Years   |                   | 2025/26           | 2026/27           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | \$                | \$                | 2023/24           | 2024/25           | \$                | \$                |
| <b>Cash Flows from Operating Activities</b>                               |                   |                   |                   |                   |                   |                   |
| <b>Receipts:</b>  |                   |                   |                   |                   |                   |                   |
| Rates & Annual Charges  | 28,795,800        | 28,795,800        | 28,795,800        | 28,795,800        | 28,795,800        | 28,795,800        |
| User Charges & Fees   | 6,268,900         | 6,268,900         | 6,268,900         | 6,268,900         | 6,268,900         | 6,268,900         |
| Interest & Investment Revenue Received                                    | 1,061,104         | 1,060,176         | 1,060,188         | 1,060,188         | 1,060,188         | 1,060,188         |
| Grants & Contributions  | 9,893,000         | 9,893,000         | 9,893,000         | 9,893,000         | 9,893,000         | 9,893,000         |
| Bonds & Deposits Received   | -                 | -                 | -                 | -                 | -                 | -                 |
| Other   | 3,194,300         | 3,194,300         | 3,194,300         | 3,194,300         | 3,194,300         | 3,194,300         |
| <b>Payments:</b>  |                   |                   |                   |                   |                   |                   |
| Employee Benefits & On-Costs  | (17,594,900)      | (17,594,900)      | (17,594,900)      | (17,594,900)      | (17,594,900)      | (17,594,900)      |
| Materials & Contracts   | (4,657,296)       | (4,657,400)       | (4,657,400)       | (4,657,400)       | (4,657,400)       | (4,657,400)       |
| Bonds & Deposits Refunded   | -                 | -                 | -                 | -                 | -                 | -                 |
| Other   | (13,858,200)      | (13,858,200)      | (13,858,200)      | (13,858,200)      | (13,858,200)      | (13,858,200)      |
| <b>Net Cash provided (or used in) Operating Activities</b>                | 13,102,707        | 13,101,676        | 13,101,688        | 13,101,688        | 13,101,688        | 13,101,688        |
| <b>Cash Flows from Investing Activities</b>                               |                   |                   |                   |                   |                   |                   |
| <b>Receipts:</b>  |                   |                   |                   |                   |                   |                   |
| Sale of Investment Securities   | -                 | -                 | -                 | -                 | -                 | -                 |
| Sale of Infrastructure, Property, Plant & Equipment                       | 235,900           | 235,900           | 235,900           | 235,900           | 235,900           | 235,900           |
| <b>Payments:</b>  |                   |                   |                   |                   |                   |                   |
| Purchase of Investment Securities   | -                 | -                 | -                 | -                 | -                 | -                 |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (6,907,100)       | (6,907,100)       | (6,907,100)       | (6,907,100)       | (6,907,100)       | (6,907,100)       |
| <b>Net Cash provided (or used in) Investing Activities</b>                | (6,671,200)       | (6,671,200)       | (6,671,200)       | (6,671,200)       | (6,671,200)       | (6,671,200)       |
| <b>Cash Flows from Financing Activities</b>                               |                   |                   |                   |                   |                   |                   |
| <b>Receipts:</b>  |                   |                   |                   |                   |                   |                   |
| <b>Payments:</b>  |                   |                   |                   |                   |                   |                   |
| <b>Net Cash Flow provided (used in) Financing Activities</b>              | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>             | 6,431,507         | 6,430,476         | 6,430,488         | 6,430,488         | 6,430,488         | 6,430,488         |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | 34,614,838        | 41,046,345        | 47,476,821        | 53,907,309        | 60,337,797        | 66,768,285        |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>41,046,345</b> | <b>47,476,821</b> | <b>53,907,309</b> | <b>60,337,797</b> | <b>66,768,285</b> | <b>73,198,773</b> |
| Cash & Cash Equivalents - end of the year                                 | 41,046,345        | 47,476,821        | 53,907,309        | 60,337,797        | 66,768,285        | 73,198,773        |
| Investments - end of the year   | 17,500,000        | 17,500,000        | 17,500,000        | 17,500,000        | 17,500,000        | 17,500,000        |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>58,546,345</b> | <b>64,976,821</b> | <b>71,407,309</b> | <b>77,837,797</b> | <b>84,268,285</b> | <b>90,698,773</b> |
| <b>Representing:</b>  |                   |                   |                   |                   |                   |                   |
| - External Restrictions   | 3,951,911         | 1,236,711         | 1,521,511         | 1,806,311         | 2,091,111         | 2,375,911         |
| - Internal Restrictions   | 24,321,765        | 27,556,765        | 30,791,765        | 34,026,765        | 37,261,765        | 40,496,765        |
| - Unrestricted  | 30,272,669        | 36,183,345        | 39,094,033        | 42,004,721        | 44,915,409        | 47,826,097        |
|   | <b>58,546,345</b> | <b>64,976,821</b> | <b>71,407,309</b> | <b>77,837,797</b> | <b>84,268,285</b> | <b>90,698,773</b> |

## Revenue Policy 2017-2018

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

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

The total income that can be raised from levying rates on property is capped by the NSW State Government through the Independent Pricing & Regulatory Tribunal (IPART) which has determined that NSW Councils may increase general income from rates by a maximum of 1.5% in 2017/18.

Council may apply to IPART for a special rate variation above the rate peg limit, subject to certain criteria.

### Ordinary Rate - Ad Valorem / Base Rate

Strathfield Council proposes for 2017-2018 to make and levy an ordinary rate for that year pursuant to Sections 494 and 543 of the *Local Government Act 1993* such rate to comprise:

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

Council proposes to make and levy the following rates for 2017-2018:

- A Residential Ordinary Rate of 0.055695 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 \$440.00 in respect of each separate parcel of rateable land; and

- A Business Ordinary Rate of 0.238373 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 \$440.00 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 1.5% as set by IPART.

IPART rate calculations are based on land valuations with a base date of 1 July 2016, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the *Local Government Act*.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566(3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 8% per annum and calculated on a daily basis for the 2017-2018 financial year.

| Land Value | Type of Rate       | No       | \$                  | %           |
|------------|--------------------|----------|---------------------|-------------|
|            | <b>Residential</b> |          |                     |             |
|            | Base amount        | \$440    | \$5,817,680         | 49.83       |
|            | Cents in dollar    | .055695  | \$5,858,165         | 50.17       |
|            |                    |          | <b>TOTAL</b>        | <b>100%</b> |
|            | <b>Business</b>    |          |                     |             |
|            | Base amount        | \$440.00 | \$457,160           | 8.64        |
|            | Cents in dollar    | 0.238373 | \$4,831,838         | 91.36       |
|            |                    |          | \$5,288,998         | 100%        |
|            | <b>TOTAL</b>       |          | <b>\$16,964,843</b> |             |

### Rate and charges reductions for eligible pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card, up to a maximum of \$250.00.

Council provides for rate reductions to non-eligible pensioners who are holders of the Commonwealth Seniors Health Care Card (CSHCC), up to a maximum of \$250.00, for their principal place of residential residence with the same residential address as the CSHCC, subject to application being made to Council.



Council resolved (minute 132/13) that eligible pensioners and Commonwealth Seniors Health Care Card Holders be exempted from the Stormwater Management Service Charge.

### **Rate Installments**

Rate Installments will be due on the following dates:

- First rate instalment due on 31 August 2017
- Second rate instalment due on 30 November 2017
- Third rate instalment due on 28 February 2018
- Fourth rate instalment due on 31 May 2018

### **Carrying out work on private land**

Under the provisions of s.67(1) of the *Local Government Act 1993*, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (use pays) basis including design, supervision and staff overheads.

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

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

- Road construction
- Kerbing and guttering
- Paving
- Fencing
- Landscaping
- Land clearing and fire hazard reduction or removal
- Demolition and excavation
- Building inspection
- Trade waste

- Giving effect to, or compliance with, an order issued pursuant to Section 124 of the *Local Government Act 1993*. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

### **Domestic Waste Management Charges**

The full cost of providing a domestic waste management service, including general garbage, recycling, and household clean up must be met from specific fees and charges payable by owners of rateable properties. The domestic waste management service charge includes the full cost of administration, service provision, State Government levies and tipping fees. Section 496 of the *Local Government Act 1993* provides that:

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

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

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

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in a proposed charge of \$705 for 2017-2018.

### **2017-2018 Domestic Waste Management Service Charges**

| <b>Service</b>                            | <b>Cost (\$)</b> |
|---|------------------|
| Minimum service                           | 705              |
| Pensioner & CSHCC Holders Minimum Service | 600              |
| Additional service - 120L Garbage         | 705              |

|   |     |
|---|-----|
| Additional service - 240L Garden vegetation | 164 |
| Additional service - 240L Recycling         | 129 |

### **Stormwater Management Service Charge**

Council has established a Stormwater Management Service Charge to ratepayers used to fund capital and recurrent costs associated with stormwater management programs.

The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a Stormwater Management Services Charge (Local Government Amendment (Stormwater) Act 2005 and amendments to the Local Government (General) Regulation 2005).

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

All funding collected must be applied to stormwater management projects, which can include:

- Mainstream flood mitigation works
- Local drainage and overland flow path upgrades
- Urban drainage renewal
- Water quality infrastructure
- Stormwater maintenance
- Studies or investigations to identify appropriate works
- Enhanced pipe drainage maintenance

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

The maximum amount of a stormwater charge that Council proposes to charge is \$25.00 for a single residential property. A pro-rata charge will apply to commercial land or strata units capped at \$25.00 per 350m<sup>2</sup>.

The charge will be used to recover the cost of providing new or additional stormwater management services to eligible land. The following charges are to be made for 2017/18:

|   |         |  |
|---|---------|--|
| Land categorised as residential:  | \$25.00 | For a single residential dwelling  |
| Residential strata lots   | \$12.50 | For each strata unit   |
| Residential flats, community title, tenants-in-common residential units | \$12.50 | For each flat/unit   |
| Land categorised as Business  | \$25.00 | Plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of \$200.00        |
| Business Strata Lots, Business Company Title                            | \$5.00  | Minimum \$5 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business charge of \$200 |

The estimated income from the charge is approximately \$325,600.

### **National Competition Policy**

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

Category 1 Businesses are those with an annual gross operating income greater than \$2 million.

Based on Council's annual financial statements, the following activities have a turnover of \$2 million or more, and are therefore classified as Category 1 business activities:

- Domestic Waste Management.

Category 2 Businesses are those with an annual gross operating income less than \$2 million. The following activities are classified as Category 2 business activities:

- Hudson Park Golf Course and Driving Range.

### **Pricing Policy and Principles for Council Fees and Charges**

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

The 2017-2018 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.

### **Goods and Services Tax (GST)**

The Goods and Services Tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.

## PROGRAM INCOME & EXPENDITURE SUMMARY

| Income                           | 2017/2018         | 2018/2019         | 2019/2020         | 2020/2021         |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| 1 Social                         | 3,810,950         | 3,118,615         | 3,196,620         | 3,276,405         |
| 2 Economic                       | 13,346,151        | 8,946,245         | 9,098,896         | 9,255,253         |
| 3 Environment                    | 29,094,186        | 12,096,905        | 12,389,844        | 12,690,277        |
| 4 Governance                     | 36,514,637        | 37,050,252        | 37,960,657        | 38,893,417        |
| <b>Total Income</b>              | <b>82,765,923</b> | <b>61,212,017</b> | <b>62,646,017</b> | <b>64,115,352</b> |
| <b>Expenditure</b>               |                   |                   |                   |                   |
| 1 Social                         | 7,658,261         | 7,993,283         | 8,136,350         | 8,368,370         |
| 2 Economic                       | 7,574,518         | 9,169,650         | 7,690,531         | 7,901,494         |
| 3 Environment                    | 13,924,915        | 12,515,529        | 14,519,029        | 14,908,739        |
| 4 Governance                     | 17,000,175        | 16,482,491        | 16,932,007        | 17,382,449        |
| <b>Total Expenditure</b>         | <b>46,157,870</b> | <b>46,160,953</b> | <b>47,277,917</b> | <b>48,561,052</b> |
| <b>Capital Expenditure</b>       |                   |                   |                   |                   |
| 1 Social                         | 17,959,370        | 416,657           | 749,750           | 797,350           |
| 2 Economic                       | 9,609,375         | 6,200,243         | 5,990,895         | 5,935,230         |
| 3 Environment                    | 829,198           | 441,404           | 434,865           | 424,255           |
| 4 Governance                     | 8,210,110         | 7,992,760         | 8,192,590         | 8,397,465         |
| <b>Total Capital Expenditure</b> | <b>36,608,054</b> | <b>15,051,064</b> | <b>15,368,100</b> | <b>15,554,300</b> |
| <b>Net Costs</b>                 | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |