



2019-2020

# Annual Report

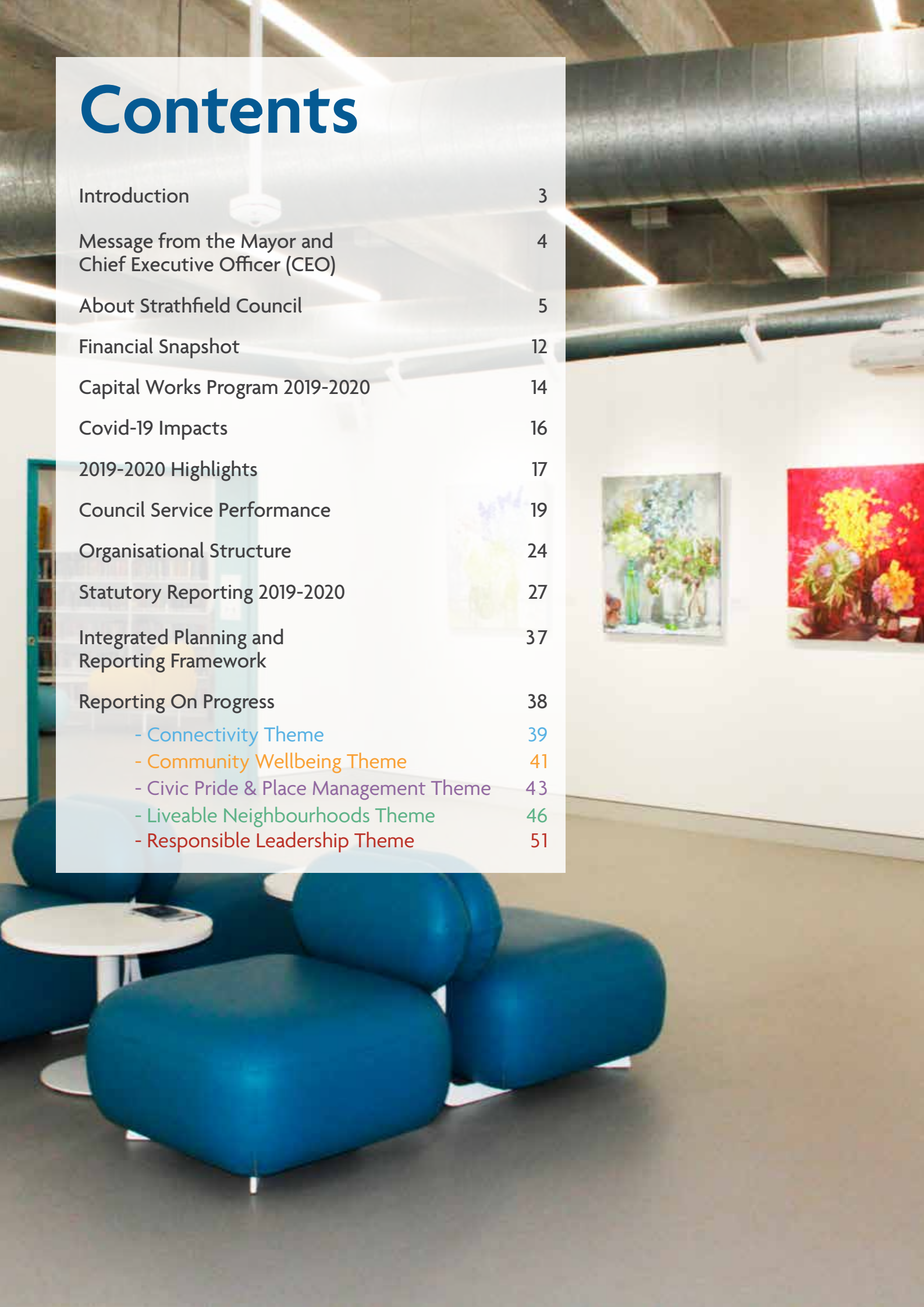


Crane Street Park - Completed 2020



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# Introduction

The purpose of Strathfield Council's Annual Report 2019-2020 is to outline achievements during the year based on the actions identified in the *Strathfield Community Strategic Plan, Delivery Program 2018-2022* and *Operational Plan 2019-2020* and to comply with the requirements of the *Local Government Act 1993* and *clause 217 of Local Government (General) Regulation 2005*. This includes the 2019-2020 audited financial report, which is presented in a separate attachment to this report.

## Acknowledgement of Country

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

## Community Vision

Council has adopted a vision that describes the community's long-term aspirations for the future of the Strathfield Local Government Area:

*"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."*

## Council Values

Strathfield Council agreed upon values are:

### TEAMWORK

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

### INTEGRITY

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

### ACCOUNTABILITY

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

### WELLBEING AND SAFETY

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



# Message from the Mayor and Chief Executive

This Report highlights Council's achievements and performance over the 2019-2020 financial year in implementing the community's vision for the Strathfield Council area in accordance with the Community Strategic Plan – Strathfield 2030. Our Plan is based on a rigorous and widespread community engagement process and provides strategies for the next ten years and beyond and directions for actions to address the changes and challenges in our community and urban environment.

Strathfield Council and its community were not immune to the impact of COVID-19 pandemic from early 2020. From the onset, Council implemented wide ranging initiatives to curtail the spread of COVID-19 and to ameliorate the impacts of public health orders on the local community. The fast escalation of public health measures significantly changed how and what services could be safely delivered and changes were made accordingly. As 2020 draws to a close, many of the public health restrictions have been lifted in NSW, however COVID-19 continues to be a major health risk. The social and economic consequences of curtailing its spread are likely to continue to be felt into the future.

While the financial statements for 2019-2020 indicate some impact of COVID-19 on Council's financial performance, the financial outlook of Strathfield Council is stable and remains positive in the medium to long-term. Council met the majority of the State Government's benchmarks that indicate long-term financial sustainability.

Delivering new, renewed and well maintained community infrastructure and delivering programs is a Council priority. Our investment in our community assets benefits current and future generations but also ensures long-term financial sustainability. During the last year, the transformation of Hudson Park from an underutilised golf course into a vibrant district park has greatly improved community access and the quality of our recreation and open spaces. Hudson Park was recognised in the 2020 Greater Sydney Planning Awards as winner in the Great Place to Live and/or Work category. Other projects at Ismay Reserve, Strathfield Park and Cooke Park have delivered new facilities across the Council area.

On an annual basis, an independent survey of community perceptions of Council's performance is undertaken. Results from the 2020 survey indicate high levels of community satisfaction in Council's performance, especially in areas relating to delivery of services and infrastructure.

This report demonstrates that Strathfield Council is achieving considerable progress and is performing well against its performance measures with high levels of community satisfaction in Council's performance.



Cr Antoine Doeuhi  
MAYOR



Henry Wong  
CEO



# About Strathfield Council

The Local Government Area (LGA) of Strathfield has a total area of approximately 13.9 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city. Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

Strathfield Council 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 Station, one of the largest and busiest railway stations in NSW, lies in the heart of the Local Government Area and services an average of 10,000 commuters per day. There are also rail stations at Homebush and Flemington.

The traditional owners of the area are the Wangal clan of the Darug Aboriginal people. The first European land grants to free settlers commenced in 1793 in the District of Liberty Plains, partly located within the current Strathfield LGA. Residential growth commenced in the late 1800s and early 1900s promoted by access to rail transports at Homebush, Strathfield and Flemington.

Significant population growth occurred after WWI and with the addition of the former Homebush Council in 1947 and part of Enfield Council in 1949, the population stabilised around 27,000 to 29,000 until the 2000s, when population increased due to redevelopment of land for multi-unit dwellings particularly in town centres and transport hubs. The current residential population of Strathfield Council (as at June 2019) is estimated at 46,296.

## Strathfield Council

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The unincorporated area of Flemington (now Homebush West) was added to the Strathfield Council area on 19 February 1892. From 1892, the Council area was divided into three wards: Strathfield, Flemington and Homebush Wards. In 1916, wards were abolished and all Aldermen were elected by those eligible to vote.

On 19 August 1930, parts of Homebush West were transferred from the Lidcombe Municipality to Strathfield Council. The former Municipality of Homebush was added to Strathfield Council on 25 May 1947. The west ward of the former Municipality of Enfield was added to Strathfield Council on 1 January 1949.

There have been two minor boundary adjustments. In 1953, Strathfield Council's south western boundary at Roberts Road Greenacre was altered when the site of the former Bankstown Sanitary Depot came under Bankstown Council control. In 1992, the western boundary of the Strathfield Municipality was adjusted involving land exchanges between Strathfield and Auburn Councils.

The term 'Alderman' was changed to 'Councillor' and 'Town Clerk' was changed to 'General Manager' or Chief Executive Officer (CEO) with the implementation of the *Local Government Act 1993*.



# Key Statistics

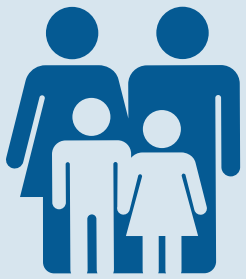
## Population

Estimated Residential population	Number	Change	Change %
June 2019	46,926	+1,816	4.03%
June 2018	45,143	+1,291	2.9%
June 2017	43,852	+1,388	3.3%
June 2016	42,415	+1,437	3%
June 2015	41,239	+964	2.4%
June 2014	40,275	+1,376	3.5%

(Source: ABS, Regional Population Growth, Strathfield Local Government Area)

## Characteristics (Census 2016)

Category	Strathfield LGA %	Number
Indigenous Population	0.3%	115
Born outside of Australia	56%	22,693
Speaks language other than English at home	64%	25,859
University qualification	38%	12,960
<b>Age profile</b>		
Babies and pre-schoolers (0-4)	5.8%	2,318
Primary schoolers (5-11)	6.7%	2,711
Secondary schoolers (12-17)	6.9%	2,525
Tertiary education and independence (18-24)	12.3%	4,971
Young workforce (25-34)	23.1%	9,302
Parents and homebuilders (35-49)	18.8%	7,560
Older workers and pre-retirees (50-59)	11.3%	4,542
Empty nesters and retirees (60-69)	7.6%	3,064
Seniors (70-84)	6.4%	2,566
Elderly aged (85 and over)	1.9%	752
<b>Households and Dwellings</b>		
Owned	23.8%	3220
Purchasing	26.4%	3566
Renting	40%	5420
No. of households	13,536	
No. of persons per dwelling	2.91	
<b>Employment in Strathfield</b>		
Labour force participation	61.9%	21,089
Live and work in Strathfield	11.3%	2,473
Live outside but work in LGA	88.7%	19,328
Live inside LGA but work outside	87.4%	17,127
<b>Transport to work</b>		
Train and Bus	36.4%	7,075
Car (driver or passenger)	47.7%	9,286
Bike	0.3%	65
Walk	3%	590



**46,926**

Estimated Residential population 2019



**13.9km<sup>2</sup>**

Land area of Strathfield LGA



**56%**

Residents born overseas



**64%**

people speak a language other than English

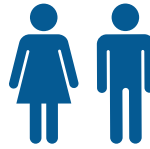


No. of Schools

**18**

No of universities

**1**



No of school students (est.)

**10,000**



Residents with University qualification

**38%**



No of local jobs (2018)

**28,209**



% professional workers

**32%**



No of parks and local spaces

**40+**



Hectares of open space

**102ha**

Hectares of open space per resident

**32.49 persons per hectare**



No. of sportsgrounds

**19**



Total km's of roads

**97km**



No. of streets

**239**



Total Number of Households

**16,309**



No of Library visitors

**246,146**



Incorporation of Strathfield Council

**1885**



Kerb and Guttering (length)

**186km**

Footpaths and Cycleways (length)

**176km**

Stormwater Pipes (length km)

**65.49km**

Stormwater Pits (number)

**2,599 pits**

# Mayor and Councillors

Strathfield Council is incorporated under the Local Government Act 1993 and is comprised of seven councillors, who are elected by the residents and ratepayers of Strathfield Local Government Area. The role of the Councillors is to direct and control the affairs of the Council in accordance with the Local Government Act and other applicable legislation.

NSW local government elections are usually held every four years. The next Council election will be held on 4 September 2021. The last council election was held on 9 September 2017 and the following councillors were elected:

## Councillors – September 2017 to September 2021

Matthew Blackmore  
Antoine Doueih  
Maryanne Duggan  
Nella Hall  
Stephanie Kokkolis  
Karen Penesbene  
Gulian Vaccari



# Mayor and Deputy Mayor

The Mayor is elected by Councillors. Following amendments to the Local Government Act 1993, the Mayoral term is for a two year term. Cr Antoine Doueih was elected Mayor until the next Council election. The Deputy Mayor is elected on an annual basis at the September meeting of Council. The following councillors have been elected during the current council term:

Term of Office	Mayor	Deputy Mayor
2017-2018	Cr Gulian Vaccari	Cr Nella Hall
2018-2019	Cr Gulian Vaccari	Cr Matthew Blackmore
2019-2020	Cr Antoine Doueih	Cr Matthew Blackmore
2020-2021	Cr Antoine Doueih	Cr Karen Penesbene



Pictured left to right: Back row - Cr Antoine Doueih, Cr Gulian Vaccari, Cr Matthew Blackmore. Front Row - Cr Maryanne Duggan, Cr Nella Hall, Cr Stephanie Kokkolis, and Cr Karen Pensabene.





# Calendar of Events

## JULY 2019



### Citizenship Ceremony

Thursday 25 July  
Strathfield Town Hall

## NOVEMBER 2019



### Movies in the Park

**Lego Movie 2**  
Saturday 9 November  
Strathfield Park



### HSC Art Exhibition

Thursday 21 November  
Strathfield Library & Innovation Hub



### Movies in the Park

**Captain Marvel**  
Saturday 23 November  
Strathfield Park



### Citizenship Ceremony

Thursday 28 November  
Strathfield Town Hall

## SEPTEMBER 2019



### Strathfield Spring Festival

Saturday 7 September  
Strathfield Park



### Citizenship Ceremony

Thursday 17 September  
Strathfield Town Hall



### Ismay Reserve Opening

Saturday 28 September  
Ismay Reserve, Homebush

## DECEMBER 2019



### Strathfield Christmas Carols & Christmas Movie

**The Grinch**  
Saturday 7 December  
Bressington Park

## OCTOBER 2019



### Citizenship Ceremony

Thursday 24 October  
Strathfield Town Hall



### Movies in the Park

**How To Train Your Dragon**  
Saturday 26 November  
Strathfield Park

## JANUARY 2020



### Lunar New Year

Saturday 25 January  
Homebush West Town Centre



### Australia Day Citizenship Ceremony

Sunday 26 January  
Strathfield Town Hall



## FEBRUARY 2020



### Citizenship Ceremony

Thursday 20 February  
Strathfield Town Hall



### Movies in the Park

#### Top End Wedding

Saturday 22 February  
Strathfield Park



### Movies in the Park

#### Aquaman

Saturday 29 February  
Strathfield Park

## MARCH 2020



### International Women's Day

Friday 6 March  
Strathfield Town Hall



March to June 2020 - events cancelled due to COVID-19 restrictions.



# Financial Snapshot 2019-2020

The Operating Result for the 2019-2020 year was a surplus of \$7.559M. This result represents a small increase from the previous year due to increased capital grants and contributions.

## Key Features of the 2019-2020 Financial Statements

### Income

Type	\$ '000's
Rates and Annual Charges	31,089
User charges and fees	3,551
Other revenues	2,784
Grants and contributions for operating purposes	2,957
Grants and contributions for capital purposes	8,928
Interest and investment income	749
Rental income	962
Net gains from disposal of assets	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>\$51,020</b>

### Expenses

Type	\$'000's
Employee benefits and on-costs	18,914
Materials and contracts	7,498
Depreciation and Amortisation	7,453
Other expenses	8,457
Net losses from the disposal of assets	1,139
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$43,461</b>

	2020	2019
Income Statement	\$'000's	\$'000's
Total Income from Continuing Operations	51,020	48,624
Total Expenses from Continuing Operations	43,461	41,277
<b>Operating Result from Continuing Operations</b>	<b>7,559</b>	<b>7,347</b>
<b>Net Operating Result for the year</b>	<b>\$7,559</b>	<b>\$7,347</b>
Net Operating Result before Grants & Contributions provided for Capital Purposes	(1369)	593
Statement of Financial Position	\$'000's	\$'000's
Total Current Assets	41,041	47,429
Total Current Liabilities	(17,572)	(17,333)
Total Non Current Assets	475,014	378,586
Total Non Current Liabilities	(242)	(172)
<b>Total Equity</b>	<b>\$498,241</b>	<b>\$408,510</b>











## Financial Status of Council

Criteria	2019-2020	2018-2019
Total asset value of Strathfield Council (less liabilities)	\$498M	\$409M
Total Income	\$51.02M	\$48.62M
Total Expenditure	\$43.46M	\$41.28M
Net operating results from continuing operations	\$7.559M (surplus)	\$7.34M (surplus)
Borrowings	0%	0%

## Capital Works

Area	Expenditure (\$) '000 2020	Expenditure (\$) '000 2019
Roads/Bridges/Footpaths/Drainage	\$3,421	\$8,588
Recreational Assets (parks/sporting fields)	\$9,238	\$6,206
Buildings	\$6,167	\$5,719
Land Improvements	\$387	\$788
Other infrastructure plus works in progress	\$1090	\$1,159
Operating Land	0	0
<b>TOTAL EQUITY</b>	<b>\$22,940</b>	<b>\$22,460</b>

Measure	Benchmark (NSW Govt)	2018-2019	2019-2020	2020 performance against benchmark
Net Debt as % of total revenue		0	0	
Operating performance ratio > 0%	> 0%	6.8%	(0.55%)	
Expenditure on asset maintenance ratio >1.00x	1.00x	1.00	0.81	
Own source operating revenue ratio >60%	>60%	79.3%	76.71%	
Unrestricted current ratio >1.50	>1.50	3.24	3.64x	
Infrastructure backlog as percentage of total infrastructure assets <2%	<2%	0.25	0.58x	
Outstanding rates and annual charges ratio <5%	<5%	2.40	3.36%	
Infrastructure renewal ratio >=100%	>=100%	320.8	237.19%	

Council's Annual Financial Statements are presented as separate attachments to this report and are published on Council's website.

# Capital Works Program 2019-2020

**Council spent a total of \$22.9 million on infrastructure and land improvements in 2019-2020.**

The focus of the infrastructure expenditure was to:

- Upgrade or replace community facilities to meet the needs of the Strathfield community
- To meet current and future needs of a growing and diverse population
- To prioritise renewal or replacement of infrastructure with less than satisfactory condition ratings and decrease Council's infrastructure backlog

Works undertaken under Council's infrastructure and capital works programs include:

## Parks, Sportsfields and Buildings

To meet the needs of a growing and diverse population, Council has progressively been upgrading its community assets by providing new or upgraded facilities. In the 2019-2020 year, the following key projects included:

The Strathfield Library was upgraded in 2020. This was the first major upgrade since its opening in 2004. The upgrade included a new fitout of the library interiors including new exhibition areas, comfortable and engaging spaces to enhance learning and information sharing. The community hall in Melville Reserve Homebush is reaching completion and scheduled for opening in 2021.

Stage one of the transformation of Hudson Park at Strathfield from a golf course into a regional park was completed. This stage included the construction of a new lake, significant tree planting and development of open space for active and passive recreation. The next stage includes a new Maze, Pavilion, playgrounds and courts.

The Ismay Reserve is located adjacent to Powells Creek between Pomeroy Street and Parramatta Road Homebush. The upgraded park opened in September 2019 featuring new pathways, BBQs, tree planting and a range of recreation facilities such as a futsal court, outdoors table tennis table and playgrounds. Utilising a section of a disused road, a new park was opened at Crane Street Homebush creating new areas of open space and opportunities for passive recreation.

Works were completed at Bark Huts Reserve Belfield which included a new amenities building featuring toilets, change rooms and kiosk facilities, large children's playground, alignments of the sporting fields, new cricket practice wickets and a multi-purpose court. An outdoor fitness centre was installed at Airey Park and new cricket practice wickets at Freshwater park.

Two new synthetic sportsfields were completed at Strathfield Park and Cooke Park Belfield. The building of a new pavilion commenced at Strathfield Park scheduled for completion in late 2020. Cooke Park has also been upgraded with new pathways and landscaping and a new amenities building featuring toilets, change rooms, kiosk and a small meeting room.





# Roads, footpaths, drainage, kerbs & gutters

A total of \$3.4 million was expended to roads, footpaths, drainage, kerbs and gutter renew and improvements across all of the Council area.

Due to the impact of COVID-19, works which were programmed did not proceed and have been transferred to works programs in 2020-2021. Works that were completed in 2020-2021 are listed below.

## Road Re-Sheeting Program

Location	Suburb	Works
Cosgrove Road (Pilcher Street to Hope Street)	Strathfield South	Road re-sheeting
Water Street (James Street to the bridge over Cooks River)	Strathfield South	Road re-sheeting
Gould Lane	Strathfield South	Road re-sheeting
Mount Street	Strathfield	Road re-sheeting
Meredith Street (from Burlington Road to The Crescent)	Homebush	Road re-sheeting
Gregory Street from Junction Street to the End	Strathfield South	Road re-sheeting
High Street (from Telopea Avenue to Homebush Road)	Strathfield	Road re-sheeting
John Street (from St Annes Square to Gregory Street)	Strathfield South	Road re-sheeting

## Drainage/Kerb and Gutter

Street(s)	Suburb	Works
William Street	Strathfield South	Drainage improvement works
Gregory Street (from Junction Street to the End)	Strathfield South	Kerb and Gutter
Albert Road	Strathfield	Minor drainage works

## Footpath Works

Street(s)	Suburb	Works
Agnes Street (from Kingsland Road to Cotswold Road)	Strathfield	Footpath
Parks Road (from Derowie Avenue to Kanoon Avenue)	Homebush	Footpath
Wentworth Road South (from Pomeroy Street to Cartwright Avenue)	Homebush	Footpath
Howard Street (from Barker Road to The Close)	Strathfield	Footpath
Ada Avenue (from Wilson Street to Myrna Road)	Strathfield	Footpath
Victory Avenue (from Elliott Street to Punchbowl Road)	Belfield	Footpath
Pemberton Street (from Newton Road to Barker Road)	Strathfield	Footpath
Kessell Avenue (from Hampstead Road to The Crescent)	Homebush	Footpath
Albyn Road (from Homebush Road to Parsons Avenue)	Strathfield	Footpath
Llandilo Avenue (from Cotswold Road to Kingsland Road)	Strathfield	Footpath
Kanoona Avenue (from The End to Park Road)	Homebush	Footpath

Works occurred over 2019-2020 to upgrade the Homebush West shopping centre, which included improvement to the appearance of Henley Road, new paving, planter beds, street trees, bins and benches. Henley Road was converted to one-way with ample 45 degree parking on the eastern side to improve traffic flow and parking.

# COVID-19 Impacts

With the declaration of the COVID-19 pandemic in early 2020, measures were implemented across all tiers of government in Australia to restrict transmission and spread of the disease as well as providing support and information for affected communities.

The impact of these measures affected and changed the delivery of Council services and programs and access by the public to community facilities such as playgrounds, sportsfields and community centres. In adapting and responding to the challenges of COVID-19, delivery of certain activities involved more complex management and higher operational costs, while some services, events and facilities were unable to continue until the COVID-19 measures were relaxed.

Council adopted a comprehensive COVID-19 safety plan, which set out actions to address the challenges of implementing social distancing in all activities and practices. As much as possible, Council tried to minimise these impacts on the local community and maintain a high levels of service delivery.

Council initiated many programs to inform and promote public safety awareness including signage in multi-language formats throughout the Council area promoting health messages. Where possible, community programs were transitioned into online delivery. Programs were established to assist local businesses and vulnerable and isolated members of the local community through Neighbour to Neighbour programs and Buy Local incentives. Services such as the Connector Bus altered frequency of services and modifications were made to business arrangements and licences for use of facilities with community and commercial organisations.

To comply with social distancing requirements, Council ceased holding in-face public meetings including Council meetings and moved to holding meetings online. The next Council election was rescheduled from September 2020 to 4 September 2021

Essential services such as waste collection and food inspection continued without interruption, though procedures for service delivery required new safety processes, especially in interactions with the public. Council's inspectors assessed local food businesses COVID-19 safety plans and compliance and took action where premises were without plans or non-complying. COVID-19 lockdown increased the number of environmental and health complaints received, likely due to community anxiety or more people working from home. Despite increased complaints, no COVID-19 major health or environmental issues were identified.

COVID-19 impacted on Council staff wellbeing and welfare due to the enforced limitations and challenges for individuals and the organisation in maintaining services to the community. Staffing arrangements were modified to accommodate social distancing in workplaces as well as supporting staff working remotely. Council delivered a safe and efficient environment for staff to work using a proactive multi-faceted approach to Covid-19 risk management.



# 2019-2020 Highlights

## Hudson Park Transformation

In 2020, stage 1 of the transformation of Hudson Park from a golf course into a district park was completed. Hudson Park is the largest park in the Strathfield Council area and works commenced in 2019 that were finalised in 2020. Stage 1 of the works commenced involving significant tree planting of mature trees to improve tree canopy, landscaping and a new lake (with on-site retention basin), playgrounds and open space for active and passive recreation. The lake was designed to collect water from the site and from the wider catchment. While the lake provides amenity to the park, it will also perform the valued process of treating pollutants and improve water health. The park also features a range of sustainability features including a 2.6 million litre dam, turfing, planting of trees, removal of external perimeter fencing within the supervision of the high pressure oil/fuel line managed by external party VIVA Energy, drainage works, three large free standing picnic shelters, installed and powered custom water fountains, electric BBQ and solar efficient lighting throughout the park. Stage 2 works include a new pavilion and courts, a new and unique Maze and sensory garden project is underway as well as installation of a 192,000 litre water tank that will ensure self-sufficiency of water for the park during periods of reduced rain fall events.



## Library and Innovation Hub

The Strathfield Library received a \$1.7 million refurbishment in 2019-2020. The upgrade of the library service was the first since its opening in 2004, which has seen over 3 million visitors since.

The tender was awarded to Sheeth with Studio Hollenstein as the Builder and Architect. Works on the Library commenced in December 2019 and reopened on 1 July 2020 as the new Library and Innovation Hub featuring more comfortable and engaging spaces that enhance learning and information sharing with new exhibition areas. Technology available has been improved to include laptops, Mac computers and software and a 3-D printer. Solar panels were installed to improve the building's energy efficiency. Council's innovative digital library locker service was expanded to enable patrons to order online, collect and return library materials at any time day or night in various locations in the Strathfield Council area.

## Financial Performance

Despite the impact of COVID-19 on Council's operations, Council delivered a sound financial performance and declared a surplus in the 2019-2020 financial year. Strong management of expenditure and maximisation of revenue has continued to ensure that Council remains financially sustainable.

## Local Planning Strategic Plan and Local Environmental Plan

In 2020, Council adopted its new Local Strategic Planning Statement (LSPS), a 20 year land use planning strategy. The LSPS which defines Council's long term vision for land use and infrastructure provision and identifies the economic, social and environmental opportunities to deliver and influence a future aligned with our local community's aspirations. The LSPS will shape and guide change for the new Strathfield Local Environmental Plan 2021 (LEP) and Development Control Plan (DCP) and beyond.

## Biodiversity and Greening Strathfield

Strathfield adopted its Biodiversity and Conservation Action Plan in December 2019. The plan sets out a comprehensive future plan to protect and enhance Strathfield's natural environment. Management of Strathfield's historic and distinctive street trees is an active program, involving replacement of dying or diseased trees to maintain the area's valuable tree canopies. There is an estimated 12,700 street trees of varying species and ages, which are critically important in reducing pollution, urban heat effects and improve the appearance of local streetscapes. Significant numbers of new tree plantings were made in parks throughout the Strathfield Council area including Hudson Park.



## Improved Public Health

Council set a target in 2019-2020 that 80% of all local food businesses should achieve 'Scores on Doors' certificates, which are provided to all high and medium risk food businesses at the conclusion of routine food shop inspections. A total of 193 food shop, including mobile vans, school canteens and childcare centres, inspections were held and 85% of food businesses received 'Scores on Doors' certificates. This was a significant achievement were provided to all high and medium risk food businesses at the conclusion of routine inspections. There were 160 certificates (85% of food businesses) issued to businesses at 3 or more stars, which exceeded the target of 80%. While conducting food premises inspections, Council's inspectors assessed the business's COVID-19 Safe Plan and compliance with the Plan. Premises without plans or deficiencies were warned and repeat offenders were forwarded to NSW Police for further action.

## Homebush West Town Centre

Council's has focused on promoting engaging and activate public places. Works commenced in early 2019 to upgrade the Homebush West shopping centre, which included improvement to the appearance of Henley Road, new paving, planter beds, street trees, bins and benches. Henley Road was converted to one-way with ample 45 degree parking on the eastern side to improve traffic flow and parking. Plans for upgrading the Homebush Town Centre have commenced. Following the success of banning smoking in the Strathfield CBD, Council resolved to extend the ban to the Homebush West Town Centre. This represents a significant leap forward in public health smoke free initiatives. The significant health benefits of smoke free town centres are complimented by improved amenity in the area and contribution to the de-normalisation of smoking within the community.

## Upgrading Parks, Sportsfields and Playgrounds

2019-2020 saw the completion of a major upgrade of Ismay Reserve including new pathways, BBQs, tree planting and a range of recreation facilities such as a futsal court, outdoors table tennis table and playgrounds. Works were completed at Bark Huts Reserve Belfield which included a new amenities building featuring toilets, change rooms and kiosk facilities, a large children's playground, field realignments, cricket practice wickets and a multi-purpose court. New synthetic sportsfields was completed at Strathfield Park, Strathfield and Cooke Park Belfield. Cooke Park was also been upgraded with new pathways and landscaping, new amenities building featuring toilets, change rooms, kiosk and a small meeting room.

## Bushfire Recovery Support

The deadly Bushfires of Summer 2019-2020 destroyed property and infrastructure across many areas, particularly regional areas in NSW. Strathfield Council assembled a team of specialist staff to provide recovery support to Bega Valley Council in southern NSW, Richmond Valley Council and Clarence Valley Council in northern NSW. Support include roadworks and bridge civil designs and preparing damage assessment reports.

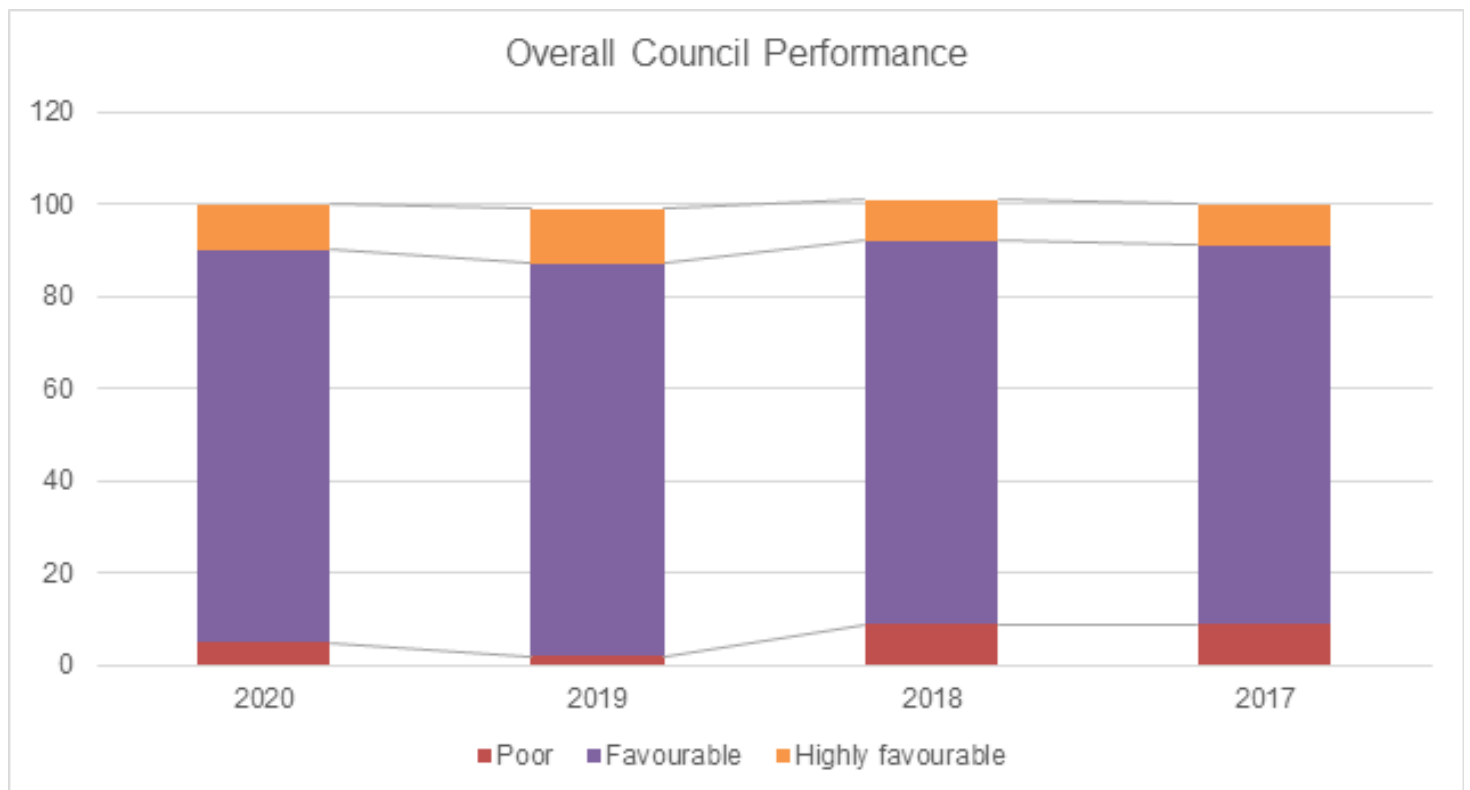


# Council Service Performance

The Strathfield Community Strategic Plan sets out performance measures that enable Council to monitor its progress in achieving community desired outcomes. Each measure relates to community issue statements that express the expectations of the Strathfield community expectations and align with Council's Quadruple Bottom Line (QBL) of civic leadership, economic, environmental and social. Council's commissions an annual performance survey, which is conducted by an independent research company by telephone (landline and mobile) using a demographically aligned sample of 1%.

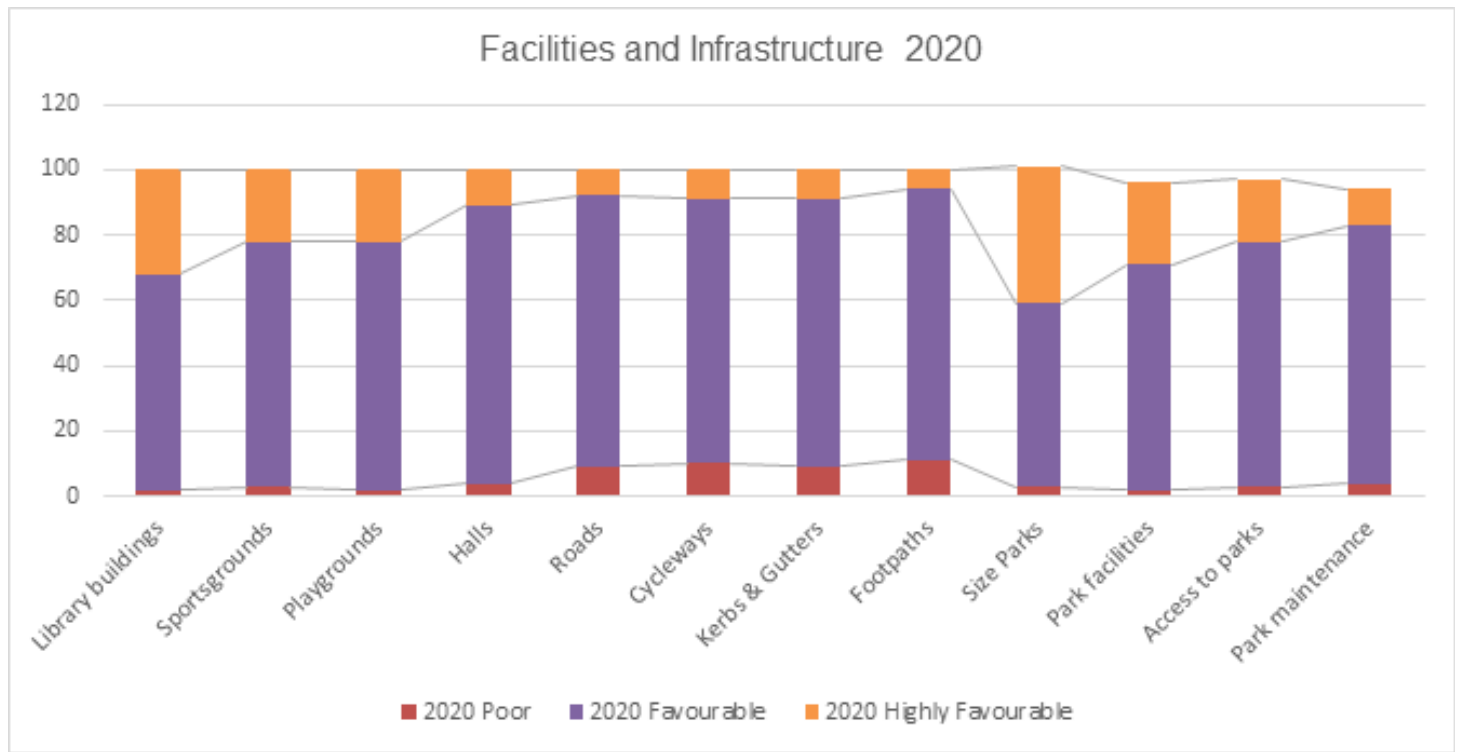


The results show that Strathfield Council has high satisfaction ratings with over 80 per cent of residents indicating that they consider Council is performing favourably. This has been consistent over the last three years.

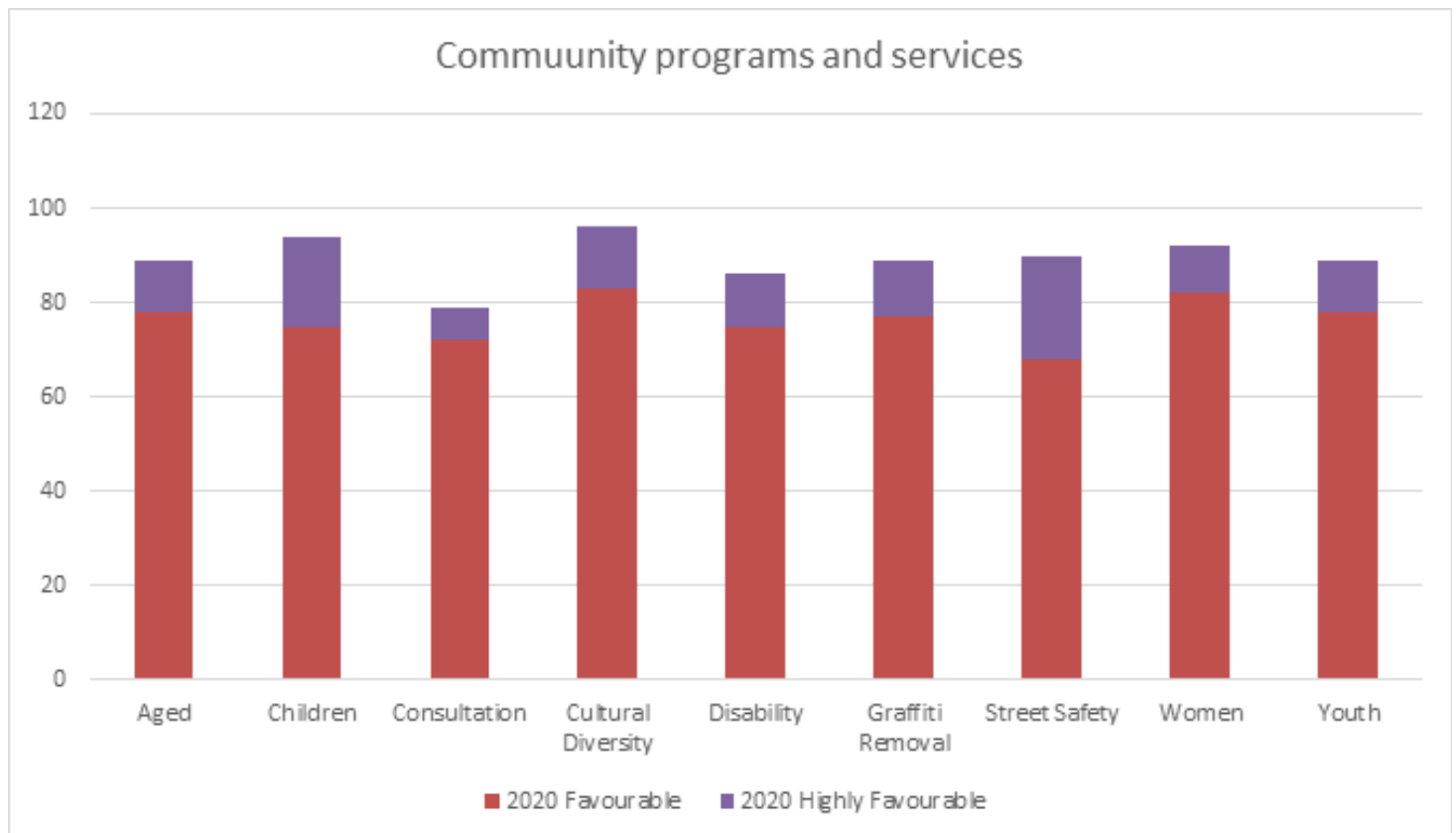




Community programs, services and community safety are also highly rated by residents



Community programs, services and community safety are also highly rated by residents.



# Civic Leadership

## Residents with good to excellent rating of Council's performance

Benchmark baseline of 6/10 (2017). Source: Annual Survey

	2016	2017	2018	2019	2020
Favourable rating	6.2	6	6.2	6.8	6.6
KPI>6/10					

## Overall Performance Statistics

### Engaging with Community

Activity	2016-2017	2017-2018	2018-2019	2019-2020
<b>Communications</b>				
Visits to Council website	782,005	757,639	765,068	786,671
Facebook page likes	3,914	4,809	5,655	5,879
Twitter followers	778	448	505	565
Instagram			318	1,100
<b>Customer Service</b>				
Calls to Council's Customer Service Centre	45,481	19,530	22,913	27,201
Visits to Council's Customer Service Centre	13,245	12,306	10,595	9,961
<b>Libraries</b>				
Visits to Libraries	267,866	262,750	246,146	121,458
Loans of library materials	219,408	234,489	230,958	121,759
Wifi sessions at Libraries	124,599	106,389	86,925	47,280
Computer sessions at Libraries	26,886	32,302	29,241	14,449
Total library membership	18,365	18,413	18,611	19,891
% of library members - Strathfield resident	85.9%	73.80%	70.4%	70.7%
Home Library visits	154	161	180	158
<b>Civic activities</b>				
Citizenship (no of persons conferred)	545	305	406	602
<b>Access to Information</b>				
Requests for information (Informal GIPA)	331	289	346	221








## Planning and Environment

Activity	2016-2017	2017-2018	2018-2019	2019-2020
<b>Development</b>				
Development Applications determined	190	152	173	246
Value of Development Applications	\$476,806,607	\$212,902,288	\$187,444,643.33	\$170,369,239
Section 96 Applications determined	81	84	51	60
<b>Categories of development (\$ value)</b>				
Residential – alterations and additions	\$3,556,570	\$3,462,900	\$15,576,336	\$94,019,467
Residential – new dwellings	\$38,433,481	\$31,588,260	\$54,670,991.86	\$31,827,805
Residential – multi-unit	\$69,253,474	\$45,846,801	\$984,529	0.00
Residential – other	\$27,502,201	\$28,684,330	\$36,648,518.17	\$16,061,059
Mixed use	\$108,024,508	\$50,738,254	\$49,177,963	0.00
Commercial/Retail/Office	\$2,215,000	\$23,353,443	\$7,579,449	\$8,546,607
Community Facilities	\$1,675,000	-	\$18,733,282	\$9,259,017
Industrial development	\$58,998,699	\$10,222,477	\$7,515,561.30	\$9,458,921
Other	\$49,850,827	\$26,949,778	\$43,202,344	\$464,500
Subdivision	-	-	-	\$271,863
New Second Occupancy	-	-	-	\$330,000
Infrastructure	-	-	-	\$130,000







## Waste

Activity	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Total waste materials diverted from landfill (tonnes)	5851	4984	4745	4590	5853
% diversion from landfill	38%	33%	31%	35%	37%
Total waste sent to landfill kg/per person	211kg	217kg	211kg	238 kg	215.21kg
Average recycling kg/per person	342kg	338kg	335kg	102kg	345kg
Waste bins – no of collections/per year	469,248	464,766	460,876	472,524	473,564
Total domestic waste collection (tonnes)	8697.62	9170	9229.38	9631.3	9899.68
Recycling bins – no of collections/per year	362,960	397,176	396,604	202,202	203,580
Total recycling waste collected (tonnes)	2707.14	2659.73	2287.1	2176.74	2283.56
Green waste bins – no of collections/per year	339,196	209,235	205,192	104,000	104,364
Total green waste collected (tonnes)	1821.14	1765.68	1885.4	2220.8	2319.56
% domestic waste as total waste	62%	67%	69%	69%	63%
Illegal dumping (number of dumps)	1358	955	1700	1861	985
Clean up (on-call) – no of services	6353	6205	7800	8996	7120
Clean up service (tonnes)	878.04	699.59	1199.86	1096.4	1080.94
Total waste materials diverted from landfill (tonnes)	4984	4745	4590	5853	
% diversion from landfill	33%	31%	35%	37%	
Benchmark >50%					

% Waste diversion from landfill. Benchmark 33% (2016). Source: Strathfield Council waste statistics.

Quality of air and water in Strathfield LGA. Source: NSW Department Planning, Industry & Environment (Air quality) and water testing (Strathfield Council).

## Air Quality Index – Strathfield LGA

Year	% Very Good-Good days per year	KPI > 75%
2019-2020	73%	
2018-2019	84%	
2017-2018	78%	
<b>2016-2017</b>	83%	

Water testing is conducted on a periodic basis and is next scheduled for 2020-2021. The most recent testing was conducted in 2017-2018 involving 103 water quality tests at eight sites Powells Creek, Saleyards Creek, Cooks River and Coxs Creek. General overall averages of sampling results for conductivity, salinity and dissolved oxygen were within ANZECC Guidelines. Sampling results below ANZECC guidelines were depth of water body measured (mm), water temperature (°C), pH and turbidity (NTU).

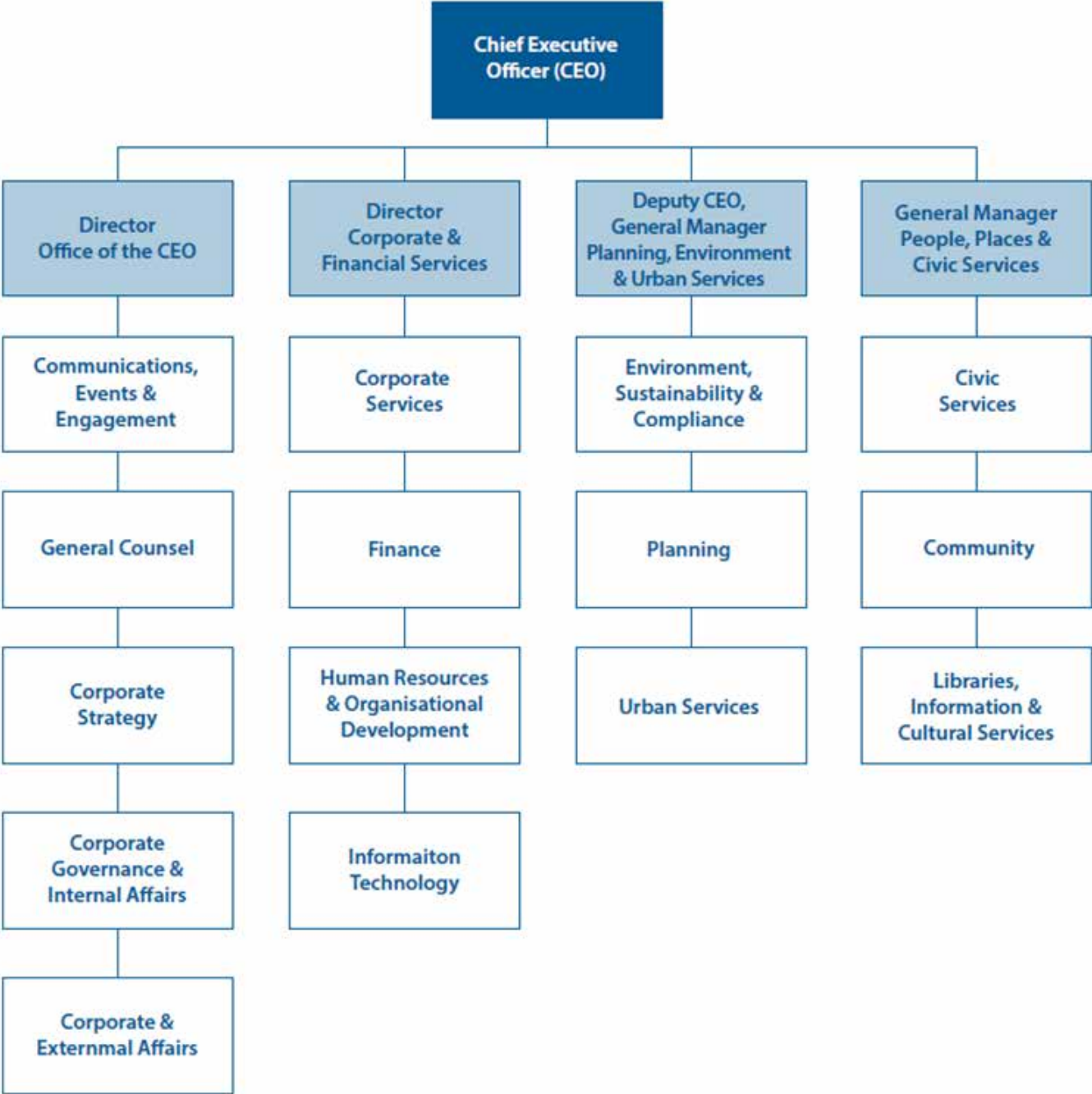


# Organisational Structure

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

Following the 2017 Council election, the organisational structure was reviewed and a new structure has been adopted.

To assist the CEO in the exercise of their functions, there are four departments of Council. These departments are headed by the Director Infrastructure & Development (Deputy GM), Director People, Place and Civic Services, Director Corporate and Financial Services and Director of the Office of the CEO. Each of the departments is divided into a number of sections, which are run by a Manager.



# Statutory Reporting 2019-2020

## Applications to Access Information (Government Information (Public Access) Act 2009)

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

Number of applications received	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
GIPAA formal access requests	10	15	13	10	9
GIPAA informal access requests	324	353	289	346	221

The *Government Information (Public Access) Act 2009* Annual Report for 2019-2020 and reviewed Agency Information Guide was lodged with the Information and Privacy Commissioner.

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

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	TOTAL
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	4	0	0	0	0	0	0	0	4
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1
Members of the public (application by legal representative)	3	0	0	0	0	0	0	0	3
Members of the public (other)	0	0	0	0	0	0	0	1	1
<b>TOTAL</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>

**Table B: Number of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	TOTAL
Personal Information application	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	6	0	0	0	0	0	0	1	7
Access application that are partly personal information application and partly other.	2	0	0	0	0	0	0	0	2
<b>TOTAL</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>

## Table C: Invalid applications

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0
<b>TOTAL</b>	<b>1</b>

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

Reason for invalidity	No. of applications
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transactions under Land and Property Information NSW (Authorised Transactions) Act 2016	0

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

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

## Table F: Timeliness of processing applications

Timeliness	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	7
Decided after 35 days (by agreement with applicant)	1
Not decided within timeframe (deemed refusal)	-
<b>TOTAL</b>	<b>8</b>



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

Type	Decision varied	Decision upheld	TOTAL
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

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

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

## Code of Conduct Breaches

There was one (1) code of conduct complaint made about Councillor/s under the Code of Conduct in 2019-2020. The one (1) complaint was referred to a conduct reviewer and finalised at the preliminary assessment stage. No complaints were referred to the Office of Local Government.

## Community Access Plan

*(s.13 Disability Inclusion Act 2014 and Item 1.05 Community Access Plan – Statement of Compliance)*

Council has prepared its' Annual Report to the Human Rights and Equal Opportunities Commission for 2019-20. Council reviewed its current plan and undertook consultation in preparation for the new Plan. The Disability Inclusion Action Plan 2020-2024 identifies actions and timeframes aligning with the five themes of the Community Strategic Plan, Strathfield 2030. The Plan was adopted in 2020.

## Companies in which Council held a controlling interest

*(Local Government Act 1993 s428(2)(p))*

Council did not hold a controlling interest in any companies during 2019-2020.

# Contracts

(Local Government (General) Regulation 2005 cl.217(1)(a2))

Contracts awarded during the reporting period of 1 July 2019 to 30 June 2020 for \$150,000 and over:

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
L4 Environmental Pty Ltd	Hazardous Waste Removal Services	4 July 2019	Subject to works being completed.	\$236,610
Sheeth Pty Ltd	Design and Construct Strathfield Library Interior Upgrade	7 August 2019	Duration of Construction followed by 12 month maintenance period	\$1,699,756 inclusive of GST
Statecover Mutual Limited	Workers Compensation Insurance	23 August 2019	Not applicable	\$904,037
Lamond Contracting Pty Ltd	Supply Landscape & Construction	18.10.18	Not Applicable	\$174,047.82
Materials	30 September 2019	Subject to works being completed.	\$172,376	\$473,994.40
Awada Civil Engineering Pty Ltd	Supply of material and labour	30 October 2019	Subject to works being completed.	\$153,794
E C Greening & Son Pty Ltd	Plumbing Services	14 November 2019	Subject to works being completed.	\$166,353
AAPT Limited	Internet & Telephony Services	12 November 2019	12 months	\$216,696
Teleo Design Pty Ltd	Design and construct three (3) pedestrian bridges spanning over the Powells Creek waterway, to assist with active transportation	23 December 2019	Duration of Construction followed by 12 month maintenance period	\$1,134,367 inclusive of GST
Lighthouse Childcare Pty Ltd as trustee for PLS National Trust trading as Lighthouse Childcare	Provision of childcare services	3 January 2020	20 Years	\$150,000 per annum
Bucher Municipal Pty Ltd	Plant Purchase – Rear Loader Compactor	12 March 2020	One-off	\$421,995
Bucher Municipal Pty Ltd	Plant Purchase – Side Loader	13 March 2020	One-off	\$419,392
Holding Redlich	Provision of Legal Services	17 March 2020	Duration of litigation	\$196,638
Office of State Revenue	NSW Government Contribution	24 September 2019	Not applicable	\$786,555
E C Greening & Son Pty Ltd	Plumbing Services at Melville Hall	28 May 2020	During Construction of Melville Hall	\$154,000
United Resource Management Pty Ltd	Cleaning and Disinfection Service for Council Assets	4 June 2020	6 months	\$175,000

## Councillors Fees, Expenses and Facilities

(Local Government Act 1993 s.428 (f), Local Government (General) Regulation 2005 cl.217 (a) (i-viii) and Councillor Expenses and Facilities Policy)

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

Councillor's facilities and expenses including monetary limits are set out in Council's Councillors Expenses and Facilities Policy.

A total of \$xx was paid in fees to elected members. This is made up of:

Mayoral Allowance (excluding Councillor fees)	\$44,228.76
Councillors Fees	\$141,960
Total fees for all councillors	\$186,188.76

The following costs were incurred during 2019-2020 for the payment of expenses and provision of facilities to Councillors (excluding fees):

Type of Expense	Requirement	Total Cost (\$)
Dedicated office equipment including laptop computers, mobile devices and any installation costs	cl.217(1)(a1)(i) LG Regulation	\$1,090.00
Telephone calls (including landline and mobile calls)	cl.217(1)(a1)(ii) LG Regulation	\$3,011.14
Councillors Conference and Seminar Expenses	cl.217(1)(a1)(iii) LG Regulation	\$4,968.87
Mayoral vehicle and accessories*	Councillor Expenses and Facilities Policy	-
Councillor Training and Skill Development	cl.217(1)(a1)(iv) LG Regulation	-
Total costs of interstate visits including cost of transport, cost of accommodation and other out-of-pocket expenses	cl.217(1)(a1)(v) LG Regulation	-
Total cost of overseas visits including cost of transport, cost of accommodation and other out-of-pocket travelling expenses	cl.217(1)(a1)(vi) LG Regulation	-
Spouse or partner expenses	cl.217(1)(a1)(vii) LG Regulation	-
Childcare expenses	cl.217(1)(a1)(viii) LG Regulation	-
Other Expenses and Provision of Facilities - Printer /photocopier, business cards	cl.217(1)(a1) LG Regulation	\$745.10

## Councillor Induction training and Professional Development

(Local Government (General) Regulation 2005 cl.186)

Neither the Mayor or Councillors completed any induction training course, induction refresher course or supplementary induction course during 2019-2020

The following professional development programs were attended by:

Name	Name of program
Cr Vaccari	LG NSW Financial Issues in Local Government
Cr Vaccari, Cr Pensabene	LG NSW Webinar Planning Forum
Cr Duggan, Cr Doueihy, Cr Vaccari,	Financial Decision-Making in LG Workshop @ Local Government NSW Conference
Cr Pensabene	Understanding and Measuring Social Impact Workshop @ Local Government NSW Conference
Cr Duggan, Cr Doeuhi, Cr Vaccari	Land Use Planning for Councillors Workshop @ Local Government NSW Conference
Cr Pensabene, Cr Doueihy	Update on the Code of Conduct Workshop @ Local Government NSW Conference
Cr Doueihy, Cr Duggan	Local Government Procurement: Efficiencies and Opportunities Workshop @ Local Government NSW Conference
Cr Vaccari, Cr Pensabene	Speaking and Debating Skills Workshop @ Local Government NSW Conference

Councillors were provided with regular workshops and briefings on a range of subjects and access to external seminars and workshops as part of the ongoing Councillor professional development program.



## Councillor Interstate Visits

(Local Government (General) Regulation 2005 cl.217 (1)(a)(v))

There were no interstate visits involving Councillors during 2019-2020.

## Overseas Visits

(Local Government (General) Regulation 2005 cl.217 (1)(a))

There were no overseas visits by Councillor in 2019-2020.

## Companion Animals Act and Regulation Activities

(Companion Animal Act 1998, Companion Animal Regulation 2018 and Local Government (General) Regulation 2005 cl.217(1)(f))

### Pound Data Returns

Council seize activity	Cats	Dogs	Total
Seized	-	22	22
Returned to owner	-	-	-
Transferred to Council's facility	-	-	-
<b>Animals in and arriving at Council's facility</b>			
Animals in Council's facility	-	-	-
From seizures	-	-	-
Dumped/lost/roaming	-	-	-
Surrendered by owners	-	-	-
<b>Animals leaving Council's facility</b>			
Released to owners	1	-	1
Euthanised – illness/temperament	8	5	13
Euthanised – dangerous	-	-	-
Sold	6	6	12
Released to an organisation to re-home	-	-	-
Died at Council facility	0	0	0
Stolen from Council facility	0	0	0
Escaped from Council facility	0	1	1

### Data Relating to Dog Attacks

Status	Incidents entered	Attacking dogs	Victims (human and animal)
Commenced	0	5	6
Finalised	10	9	9
Under investigation	0	0	0
<b>Total</b>	<b>10</b>	<b>14</b>	<b>14</b>

## Data Relating to Dangerous/Restricted/Nuisance Animals

Status	Cats	Dogs	Total
Dangerous	-	-	0
Menacing	-	-	0
Restricted	-	-	0
Nuisance	-	1	1

## Funding for managing and controlling companion animals

All pound data returns and data concerning dog attacks were lodged with the Office of Local Government in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act. A total of \$37,877 was expended on Council's companion animal management programs and activities.

## Strategies for alternatives to euthanasia for unclaimed animals

Strathfield Council's pound is funded by Council and operated through the Enfield Veterinary Hospital, which supports a rehoming strategy for stray and lost animals as an alternative to euthanasia. A total of 6 dogs were rehomed. The cost of supporting this rehoming strategy is included in the pounding fees expenditure. In 2019-2020, 22 dogs and no cats were pounded by Council and the majority were returned to their owners.

## Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There was 10 reported dog attacks in 2019-2020 .

## Community Education programs

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

## Off-Leash areas

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

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

*(Local Government Regulation Clause 217(1a7))*

During the reporting period, Strathfield Council participated in the following regional organisations:

- Cooks River Alliance – Strathfield Council is a member of the multi-Council Cooks River Alliance to address the analytical, policy, planning and management challenges of the Cooks River.

# Equal Employment Opportunity and Diversity 2019-2020

(Local Government (General) Regulation 2005 cl.217(1)(a9))

Council's Equal Employment Opportunity Management Plan is a requirement under section 344 of the Local Government Act. The plan is included in Councils' Workforce Management Plan. Council is a model of a diverse workforce. Staff's CALD profile shows that Council is representative of the community we serve and importantly there have been no allegations or observed occasions of discrimination within the workplace. Indeed Council has expanded its diversity by utilising an exemption from the NSW ADB to improve the gender balance in our 38 hour staff cohort and this has been and is an ongoing success story and priority. Council has maintained its training activities regarding EEO for all new starters and refresher training for existing staff but has had to curtail other elements of Councils training plan due to Covid restrictions. EEO statistics and benchmarks have been complied with even in these challenging times and it must be noted that recruitment has been substantially less this past year due to Covid and the impacts of lessened staff separations and consequent appointments. Council's EEO commitment and focus has assisted in meeting staff mental wellbeing challenges brought on by COVID and has been an indispensable aid in ensuring staff feel valued and respected and maintain their engagement with the organisation even with all the external pressures brought on by the health emergency.

## External Bodies Exercising Council Functions

(cl.217(1)(a6) Local Government (General) Regulation 2005)

Council did not delegate functions to any external bodies in 2019-2020

## Financial Contributions and Grants

(cl.217(1)(a5) Local Government (General) Regulation 2005)

Total amount contributed or granted under s.356 Local Government Act 1993 (financially assisting others) by Council was \$37,000 which comprised of:

Name of program	Amount (\$)
Community Grants	\$37,000
<b>TOTAL</b>	<b>\$37,000</b>

## Community Grants Policy

Council's Community Grants Policy are advertised on an annual basis and are open for local community, recreation, sporting and environment groups to submit projects to Council for consideration for grant funding assistance.

Community Grants Recipients	Purpose	Grant Amount Awarded
Australians For Native Title and Reconciliation (ANTAR)	A film presentation, to promote Aboriginal filmmakers	\$1,000
Chalmers Road School P&C	International Day of Disabilities project	\$1,500
Hindu Council of Australia	Deepavali Fair- Festival of Lights event	\$6,000
Maronite Eparchy of Australia	Youth Christmas Gathering project	\$6,000
Participate Australia	Community Engagement project	\$1,500
Prosper Project Australia	Family Stress Support project	\$1,500
Rotary Club of Strathfield	Pride of Workmanship Awards project	\$1,500
Rotary Club of Strathfield	Youth Awards event	\$5,000
St Anne's Primary School Parents and Friends Association	STEAM event	\$6,000
St Merkorious Charity Association Inc	Food Relief Service project	\$1,500
Strathfield - Homebush Uniting Church	Living Skills project	\$1,500
The Australian Korean Welfare Association	Family Unity project	\$1,500
Vanni Hope	Food Handling and Safety project	\$1,500
West Sydney Wolves Basketball Association	Baskets of Fun project	\$1,500
<b>TOTAL</b>		<b>\$37,000</b>



# Financial Statements

(s428 (2)(a) Local Government Act 1993)

Council is required to report to the community on its financial performance and position for the year, in accordance with the Local Government Act 1993. Council's financial statements were presented to the Council meeting of 4 November 2020 which resolved to send the statements to be audited by the Audit Office of New South Wales. The finalised and audited statements were adopted by Council on 1 December 2020 and lodged with the Office of Local Government prior to the lodgement date of 31 December 2020. Council's audited financial statements are published with this Annual Report and are available on Council's website.

## Legal Proceedings

(cl.217(1)(a3) Local Government (General) Regulation 2005)

From 1 July 2019 to 30 June 2020, Council incurred legal costs in relation to legal proceedings as follows:

### Actions against Council

Matter	Costs incurred during this period (\$)	Costs Received (\$)	Outcome
Liquid Design v Strathfield Council – 18 Marlborough Rd	30,094.30	0	Settled
Anthony James v Strathfield Council – 88 Homebush Rd Strathfield	3,997.87	6,818.18	Judgement In Favour Of Applicant
Aussie Skips Pty Ltd v SMC – 84-108 Madeline St - Class 1 Proceedings x5	177,224.15	868.17	
Ongoing	\$10,311.95	-	Settled
Aussie Skips Pty Ltd v SMC – 84-108 Madeline St – 88k Proceedings	513,573.42	0	Judgement In Favour Of Council
GM Architects v SMC - 55-57 Abbotsford Rd, Homebush	23,930.18	9,545.45	Judgement In Favour Of Council
Merlino Property Investments v SMC - 14 Dunlop St, Strathfield Sth	33,736.63	0	Settled
Beresford Childcare v SMC - 108 Beresford Rd, Strathfield	78,946.01	0	Judgement In Favour Of Applicant
Sandhub Pty Ltd v SMC - 6-8 Dunlop St, Strathfield Sth	32,999.00	0	Settled
Verani 1888 v SMC - 24 Homebush Rd, Strathfield	25,850.50	0	Settled
Rajeev Sharma trading as Online Furniture Sales Pty Ltd v SMC - 4 Verona Street, Strathfield	13,779.91	0	Settled
BR Building Service Pty Ltd v SMC - 27 Wakeford Rd, Strathfield	34,230.82	0	Ongoing
Nameer Abdullah v SMC – 12-14 Elwin St, Strathfield	30,401.57	0	Ongoing
Corona Projects Pty Ltd v SMC – 81-86 Courallie Ave, Homebush West	9,863.00	0	Settled
Columbia Lane Development Pty Ltd v SMC – 11-17 Columbia Lane, Homebush	2,142.91	0	Discontinued
Hoda Pty Ltd v SMC - 61 Broughton Rd Strathfield	2,613.00	0	Ongoing

### Actions commenced by Council

Matter	Costs Incurred (\$)	Costs Received (\$)	Outcome
SMC v Aussie Skips Pty Ltd – 84-108 Madeline St - Class 4 Proceedings	\$4,163	\$2,840	Penalty Issued
97-99 Arthur Street, Homebush West (Tree Prosecution)	\$2,796	\$4,500	Penalty Issued
SMC v Blue Moon Restaurant - 1/32-36 Burlington Rd, Homebush (Food Prosecution)	\$579,392.18	-	Ongoing

Council carries out enforcement including legal action where required. During 2019-2020, there were a total of 18 Local Court matters involving Council where the offender elected to have the matter heard in Court, and 19 proceedings in the Land & Environment Court.

# Planning Agreements Compliance and Effects

*(Environmental Planning & Assessment Act 1979 s.7.5(5))*

The following planning agreements were in force in the year 2019-2020. Note: Status executed refers to planning agreements that Council has entered into and remained in force at some time in 2019-2020. Status finalised refers to executed agreements where the obligation/agreement ended some time in 2019-2020.

**Address:** 6–20 Parramatta Road, Homebush

**Suburb:** Homebush

**Other Party to VPA:** JQZ Four Pty Ltd as trustee for the JQZ Four Unit Trust

**Description of Works:** The embellishment and subsequent dedication to Council of open space, the construction of an extension to George Street and Parramatta Road and subsequent dedication of the road to Council and the possible embellishment of land adjoining the land as additional open space.

**Date Executed:** 30 March 2015

**Status:** Executed

**Address:** 208-214 Parramatta Road & 2 Smallwood Avenue

**Suburb:** Homebush

**Other Party to VPA:** Arenite Investments Pty Ltd

**Description of Works:** Land dedication of 658m<sup>2</sup> and a minimum width of 10m. The land is to be dedicated as a public road.

**Date Executed:** 27 April 2018

**Status:** Executed

**Address:** 40-42 Loftus Crescent, Homebush

**Suburb:** Homebush

**Other Party to VPA:** Sperare Pty Ltd

**Description of Works:** Land for road widening. The land is to be dedicated as a public road.

**Date Executed:** 14 June 2018

**Status:** Executed

**Address:** 37-39 Loftus Crescent, Homebush

**Suburb:** Homebush

**Other Party to VPA:** Dasreef Developments Pty Ltd

**Description of Works:** Land for road widening. The land is to be dedicated as a public road.

**Date Executed:** 20 August 2018

**Status:** Executed

# Privacy and Personal Information Protection Act Report

*(Privacy and Personal Information Protection Act 1998)*

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

The Act provides for the protection of personal information and the protection of the privacy of individuals. In accordance with the requirements of the Act, Council adopted a Privacy Management Plan which was last reviewed in September 2020. The Plan details how Council will incorporate the provisions of the Act into its operations. Council's website contains information on privacy management including copies of policies and forms to access or amend personal information held by Council.

There have been no privacy applications or requests for review lodged during 2019-2020.

The number of Internal Review Applications lodged during 2019-2020	0
The number of Internal Review Applications finalised during 2019-2020	0
The number of matters proceeded to the NSW Civil and Administrative Tribunal	0

# Public Interest Disclosures

and cl. 4(2) Public Interest Disclosure Regulation 2011)

(S.31 Public Interest Disclosure Act 1994

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

The reporting period under the Regulation is July 2019 to June 2020.

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

In accordance with the Public Interest Disclosure Act 1994, Council has adopted a Public Disclosures and Internal Reporting System Policy and this was last reviewed in September 2020.

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

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

## Rates and Charges Abandonment

(Cl.132 Local Government (General) Regulation 2005)

The following rates or charges were abandoned by Council during the reporting period:

- Pensioner rebates totalling \$118,684 were written off during 2019-2020 .
- Rates and annual charges totalling \$18,416 were abandoned during 2018-19.

## Senior Staff Remuneration

(Cl.217 (1)(b)(i), (ii), (iii), (iv), (v) & (c) Local Government (General) Regulation 2005)

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

- Chief Executive Officer (CEO)
- Deputy CEO, General Manager Planning, Environment and Urban Services
- General Manager, People Places and Civic Services

The remuneration packages for Senior staff for the financial year ending 30 June 2020 comprise of value of salary components, any bonus, performance or other payments that do not form part of salary components, amounts payable of employer contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor, value of any non-cash benefits and fringe benefits tax for any such non-cash benefits.

In accordance with cl.217(b)(i-v) of the Local Government (General) Regulation 2005, the total remuneration package for the CEO was \$380,326.25 In accordance with cl.217(c)(i-v) of the Local Government (General) Regulation 2005, the total remuneration package for all other senior staff positions was \$499,046.88.



# Swimming Pools Act 1992

(Swimming Pools Act 1992 and Swimming Pool Regulation 2018)

Requirement	Number
Number of inspections of tourist or visitor accommodation	0
Number of inspections of premises on which there more than 2 dwellings	2
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pool Act 1992	17
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pool Regulation 2018	7

## Stormwater Charge

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

The Stormwater Management Service Charge is made in accordance with the Local Government Amendment (Stormwater) Act 2005 and amendments to the Local Government (General) Regulation 2005. A “stormwater management service” is defined as a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose. Council has established a Stormwater Management Service Charge and in 2019-2020 levied the charge at:

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

Annual income from the Stormwater Management Charge in 2019-2020 totalled \$290,442.00 with the amount of \$411,929.00 carried over from the previous period as works were deferred from previous years). A total of \$147,570.00 was expended on capital works, repair and maintenance.

The primary works completed included Albert Road Strathfield minor drainage works. \$161,000 will be allocated to stormwater infrastructure works in 2020-2021.

## Work on Private Land

(Section 67 & 67(2)(b) Local Government Act 1993 and clause (1)(a4)) Local Government (General) Regulation 2005

Council did not carry out work on private land in 2019-2020.



# Integrated Planning and Reporting Framework

Council is required under the Local Government Act 1993 to adopt an Integrated Planning and Reporting Framework which takes into account social, economic, environmental and civic leadership considerations.



The Community Strategic Plan – Strathfield 2030 was adopted in 2018 following 2017 Council election and review of strategies and directions for the Strathfield community for the next ten years and beyond. The review was supported by a rigorous and widespread community engagement process which identified key community priorities including managing traffic and parking, supporting well connected transport networks, managing the needs of a growing population, maintaining and improving green spaces throughout Strathfield including parks, open space and streetscapes, maintaining high quality built environment and streetscapes, developing new recreational facilities, maintaining urban character and promoting vibrant village centres, safe communities, and affordable housing. The plan is based on the five broad inter-related themes of Connectivity, Community Wellbeing, Civic Pride and Place Management, Liveable Neighbourhoods and Responsible Leadership.

The process and strategic and operational plans are set out below.

## Delivery Program, Operational Plan and Resourcing Strategy

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

The Resourcing Strategy supports the implementation of the Community Strategic Plan, Delivery Program and Operational Plans. It consists of three components long-term financial plan, asset management plan and workforce management plan.

## Measuring and Reporting

The Delivery Program and annual Operational Plan are monitored through half yearly, annual and End of Term reports and quarterly and annual financial reports to Council.

## End of Term Report

The End of Term Report for the Council term 2017-2021 will be published in mid-2021, prior to the Council election in September 2021.





# Reporting On Progress

The Annual Report provides a report on Council's progress towards implementation of the Delivery Program and actions outlined in the annual Operational Plan 2019-2020 . These plans were developed to support the themes set out in the Community Strategic Plan (CSP) 'Strathfield 2030'.

The five themes are:

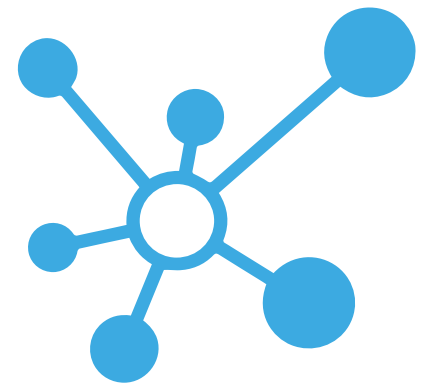
- Connectivity
- Community Wellbeing
- Civic Pride and Place Management
- Liveable Neighbourhoods
- Responsible Leadership

Six-monthly Delivery Program progress reports were presented to Council meetings for the periods July to December 2019 and January to June 2020, which detail progress against actions in the Operational Plan 2019-2020.

This Annual Report highlights achievements under the Community Strategic Plan themes in 2019-2020 .



# Connectivity Theme



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

## GOAL

# 1

Growth sustained by well-planned and accessible infrastructure

### Strategies

- Plan infrastructure and assets to meet needs of growing population
- Deliver infrastructure and assets to meet community needs

## GOAL

# 2

Connected and integrated transport networks

### Strategies

- Improve state and regional transport connections to and throughout the Strathfield LGA
- Connect and provide local transport networks within the Strathfield LGA

## GOAL

# 3

Transformed and connected information and services

### Strategies

- Improve service delivery and information access utilising technology
- Utilise various techniques to effectively communicate and inform the community

## Achievements

- Completion of Hudson Park Stage 1 transformation
- Opening of upgraded Ismay Reserve and Powells Creek open space
- New sportsfields at Strathfield Park, Strathfield and Cooke Park, Belfield
- New park at Crane Street Homebush
- Commenced new Strathfield Park pavilion
- Installed new fitness equipment at Airey Park and Cricket Practice Wickets at Freshwater Park

## Highlights 2019-2020

### Growth Sustained by Well-planned and Accessible Infrastructure

To meet the needs of a growing and increasingly diverse population, Council has focused on upgrading or providing new community infrastructure, which was identified as a key community priority in the Community Strategic Plan. Since 2016, over \$20 million has been spent on new or upgraded parks and sportsgrounds throughout the Strathfield Council area. In this financial year, new and upgraded parks and recreation facilities were delivered at Hudson Park Strathfield, Ismay Reserve Homebush, Strathfield Park Strathfield, Cooke Park Belfield, Freshwater Park Strathfield and Airey Park Strathfield.

### Connected and Integrated Transport Networks

Council spent over \$3.4 million on renewal and upgrades of roads, footpath and drainage infrastructure across the Strathfield Council area. Repairs and renewal work was prioritised based on the condition of asset assessments. Council's strong spending on infrastructure has reduced the infrastructure backlog and resulting in Council achieving State Government financial benchmarks.



The Strathfield Connector Bus is a community bus service that runs across the LGA providing transport connections for locals and assisting to reduce traffic congestion. Council launched the southern route in July 2019 to facilitate the southern end of the Council area. In October 2019, a livetracker of the Bus was available from Council's website. The Connector's timetables were altered due to impact of COVID-19 which created reduced demand. A total of 129,723 passengers used the service in 2019-2020, which includes the service and passenger reductions in March to June 2020. Despite changes, a regular service was maintained during 2020.

Council's Rangers and Parking Officers consistently monitor local streets and parking areas to ensure high levels of regulation compliance to keep Strathfield's streets safe. Complaints about illegal parking were investigated and actioned. High volume traffic areas such as town centres, schools and RPS areas are patrolled regularly as are the Residential Parking Schemes (RPS) that operate in areas of high parking demands to allow residents access to on-street parking near their homes. In 2019-2020, a total of 11,182 infringements were issued.

## Transformed and Connected Information and Services

A key goal of the Community Strategic Plan was to improve and broaden the avenues and opportunities for connecting and engaging with information and services across multiple platforms. As a result of COVID-19, efficient online services to deliver information, participate in meetings and deliver services such as online programs was critical to continuing Council's operations. Council meetings moved to an online delivery that was live broadcasted enabling all members of the public to watch Council proceedings from their homes or remote locations. Council provided services such as an online booking system for Council facilities, on-call waste service bookings and the launch of online tracking of Strathfield Connector buses.

To meet a diverse range of communication and information needs, Council utilises a range of digital and print communication methods to inform the community on issues, events, programs, exhibitions, major projects and initiatives. Council's digital newspaper, E-News, is published weekly and includes information on major projects, events, proposed plans, development and works, community news and historical features. A major upgrade of Council's website was implemented in 2020 which supports more interactive online services

Information is published on Council's website with updates regularly issued on social media. In 2019-2020, there were 786,671 visitors to Council's website in 2019-2020 and increases in Facebook likes and Twitter and Instagram followers since the previous year. An Instagram account was added to the suite of social media. In 2020, the Inner West Courier ceased print publication and Council's notifications primarily moved to digital platforms such as website and social media. Print quarterly newsletters were issued on request.

Activity	2016-2017	2017-2018	2018-2019	2019-2020
No of Visits to Council website	782,005	757,639	765,068	786,671
No of Facebook page likes	3,914	4,809	5,655	5,879
No of Twitter followers	778	448	505	565
No of Instagram followers	-	-	642	1,100

A wide range of information and documents is published on the Council website or available at Council libraries. To obtain specific information from Council's records, and upon request. The process for obtaining information is outlined in the Council's Agency Information Guide, which is updated annually. Informal and formal requests for information held by Council is assessed under the Government Information (Public Access) Act 2009 and associated privacy legislation. A detailed report on formal access is set out in the Statutory Reporting section of this document.



# Community Wellbeing Theme



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

## GOAL

# 1

Socially cohesive and connected communities

### Strategies

- Build community resilience, capacity and promote connected and socially cohesive communities
- Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies

## GOAL

# 2

Healthy and active communities

### Strategies

- Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs
- Promote healthy and active living programs

## GOAL

# 3

Safe and accessible places

### Strategies

- Work with key stakeholders to address community safety issues
- Plan and deliver strategies to improve community safety in Strathfield LGA
- Prepare plans and provide resourcing for emergencies and natural disasters

## Achievements

- Coordinated COVID-19 safety plan to curtail spread of pandemic in community and across all Councils operations
- Adopted new Disability Inclusion Action Plan and Community Safety Strategy
- Delivered range of education and health programs for seniors
- Worked with local Police to address community safety issues
- Monitored CCTV at key 'hot spots' and town centres to support community safety
- Provided day and night ranger patrols of Strathfield Council area

## Highlights 2019-2020

### Healthy and Active Communities

Council encourages all members of our community, irrespective of age, to boost both their physical and mental wellbeing, through providing sportsfields, playgrounds, courts, outdoor gyms and walking tracks for formal sport and informal recreation as well as programs and events that support increased fitness and social interactions such as Gentle Exercise for Seniors, Yoga, Zumba, Line Dancing, Walking Groups, and Bootcamp programs.

With the declaration of the COVID-19 pandemic in early 2020, measures were implemented across all tiers of government to restrict transmission and spread of the disease as well as providing support and information for affected communities. Implementation of Public Health Orders involved restriction of access by the public to community facilities such as parks, outdoor gyms, playgrounds, sportsfields, off-leash areas and community centres from March 2020, which affected formal sports competitions and informal recreation activities.

Where possible programs such as gentle exercise moved to online delivery to meet COVID-19 restrictions. As restrictions eased, Council reintroduced programs and worked with clubs and



organisations returning to using sportsfields with new COVID-19 procedures to maintain high levels of safety.

## Socially Cohesive and Connected Communities

Strathfield Council operates community programs and events which involve the participation of volunteers. Community volunteers provided support for events such as environmental programs such as National Tree Day and Bushcare, community programs such as Chatterbox and English Speaking Programs and the Strathfield Community Choir. Council supported local charities such as St Paul's Anglican Homeless Pantry and St Merkorious Charity and campaigns during Winter 2019 and COVID-19 in 2020, to provide food and support for people in need.

The Strathfield Council area has significant cultural diversity with 56% of residents born overseas and 64% speaking a language other than English at home. Recent community surveys indicate that the Strathfield community have high levels of acceptance of community diversity and support for a multicultural, integrated and cohesive community. Council provided assistance to support the learning and improvement of resident's English skills, through programs such as Conversation Club working with Metro Assist. Programs were offered including Business Administration Certificate training for newly arrived immigrant women.

Council provided school holiday programs and the HSC Art Exhibition in 2019 but the Youth Week events of 2020 were delayed due to COVID-19 restrictions.

Programs and activities for older residents support independent active and socially connected living. Council promoted healthy,

active ageing programs with Gentle Exercise classes and Line Dancing, and community education and health programs including Security at Home and Healthy Aging. Programs such as the Home Library service delivered library materials to housebound residents until COVID-19 impacted. Council has auspiced the Strathfield Age Day Care centre-based day care program for the frail elderly at Strathfield Community Centre for over 25 years funded by the Commonwealth CSP funding. From 1 July 2020, Council transferred the Strathfield Age Day Care service to the Inner West Neighbour Aid, which was selected by the Australian Department of Health.

## Safe and Accessible Places

In 2020, Council adopted a new Community Safety Strategy 2020-2024. The strategy is focused on the actions to address the highest reported offences in the Strathfield Council area reported in the Bureau of Crime Statistics and Research. The key areas include Fraud, Steal from Person and Malicious Damage to Property.

Council undertook projects in collaboration with Police and community stakeholders to improve community and continued to rollout and monitor CCTV surveillance in town centres and hotspots to support community safety programs.

Council provides a range of programs monitor and take action on matters that affect the health and safety of the local community including day/night ranger and parking patrols, swimming pool inspections, monitoring of pollution and animal controls, removal of abandoned vehicles and graffiti vandalism improve the safety in the Strathfield Council area.



# Civic Pride and Place Management Theme



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

## GOAL

Engaging and activated public places

# 1

### Strategies

- Revitalise Town and Village Centres
- Support productive and well managed local businesses

## GOAL

Creative and cultural community

# 2

### Strategies

- Facilitate and support cultural and learning programs and activities
- Promote and deliver events that connect community and build social cohesion

## Achievements

- Upgrade and refurbishment of the Strathfield Library and Innovation Hub
- Upgrade of Homebush West Town Centre
- 80% of local food businesses received 'Scores on Doors' certificates indicating high standards of food safety
- Recognising and awarding community achievements
- Australian citizenship conferred on 602 residents

## Highlights 2019-2020

### Engaging and activated public places

Town Centres in the Strathfield Council area are important places for the community to connect and interact providing retailing, entertainment and transport. Council is focused on improving the quality of these public places across the Strathfield Council area. In 2019-2020, the Homebush West shopping centre was upgraded with improvements to Henley Road streetscapes, new paving, planter beds, street trees, bins and benches. Parking on Henley Road was converted to one-way with ample 45 degree parking on the eastern side to improve traffic flow and parking.

The appearance and cleanliness of Strathfield's town centres is important to the community and Council is committed to maintaining town centres to a high level of cleanliness with daily cleaning and waste removal. In addition, Council undertook intensive steam cleaning of footpaths and paved areas twice a year. Council conducted regular inspections of drainage and clearing of pits after heavy rainfalls and storms, and identified hot spots for reporting and repairing of major blockages.

All streets in the Strathfield LGA are regularly swept by street cleaners to improve cleanliness and to improve the quality of waterways by managing stormwater pollution from street gutters. In 2019-2020, Strathfield's street sweeping service cleaned on a three week cycle or more frequently as required eg seasonal leaf drop periods, heavy leaf



litter and emergency operations. A total of 438.86 tonnes of leaves and other litter from street gutters, main roads, traffic islands, town centres etc. collected in 2019-2020, an increase of 19.42 tonnes from 419.44 tonnes in 2018-2019.

Since the launch of the Return and Earn at Strathfield Town Centre until June 2020, over 13.2 million containers made from glass, plastic, aluminum, steel and liquid cardboard (cartons) have been collected, which reduces containers from general litter. During 2019-2020, the program has recycled an estimated amount of 435 tonnes of eligible containers.

Council participated in Responsible Café program that promotes use of reusable cups to reduce plastic and litter from disposable cups. A total of 13 cafes participated in Strathfield and Homebush West by offering discounts for customers using re-useable take away coffee cups.

Council conducted 193 food shop inspections to ensure the highest possible food hygiene and handling standards for local consumers. 'Scores on Doors' certificates were provided to all high and medium risk food businesses at the conclusion of routine inspections. There were 160 certificates (85% of food businesses) issued to businesses at 3 or more stars, which exceeded the target of 80% compliance. Five premises were issued on the spot penalty infringement notices for critical or ongoing breaches of the Food Safety Standards. Targeted education was undertaken onsite at premises that were subject to fines or Improvement Notices. Food vans in Sydney Markets were inspected, as were four mobile food premises registered within the LGA. Five applications for homebased food businesses were approved. All businesses prepared low risk foods and were inspected prior to approval to operate. All school canteens and child care centres passed inspection.

Council's inspectors assessed local business's COVID-19 Safe Plans and their compliance with the Plan. Premises that do not have a plan, or the plan is deficient are given a warning and the Plan is reassessed shortly after. Premises with insufficient plans at reinspection are forwarded to NSW Police for further action.

## Creative and Cultural Community

The \$1.7m upgrade and refurbishment of the Strathfield Library and Innovation Hub was completed in 2020 and delivered comfortable and engaging spaces to enhance learning and information sharing. The facility includes an exhibition square, multi-purpose space, children's area, internal study stadium, computer lab and open meeting quarters. A grant was received from the State Library to purchase technology equipment including laptops, Mac computers and software and a 3-D printer.

Visits to the Library reduced on previous years due to the closure of the library for refurbishment in late December 2019 which was extended by COVID-19 health orders. Prior to the closure of the library, patrons were permitted to loan additional resources for extended periods. Therefore, both visits and loans were reduced by about 50% compared to previous years.

The Library service ran programs such as Children's Storytime in local parks, which attracted good attendances until April 2020 and operated the Library Book Lockers, which maintained a lending services. However, with the onset of COVID-19 restrictions, the Library service ceased these programs and developed online programs such as Storytime and Singing as well as continued online access to digital resources.

Activity	2016-2017	2017-2018	2018-2019	2019-2020
Libraries				
Library visits	267,866	262,750	246,146	121,458
Number of loans of library materials	219,408	234,489	230,958	121,759
Number of Wi-Fi sessions at libraries	124,599	106,389	86,925	47,280
Computer sessions held at libraries	26,886	32,302	29,241	14,449
Total numbers of library members	18,365	18,413	18,611	19,891
% of library members - Strathfield resident	85.9%	73.80%	70.4%	70.7%
Home Library visits	154	161	180	158

## Building Community and Social Cohesion

Strathfield LGA is a place of high levels of migrant settlement. Council held seven citizenship ceremonies, including Australia Day from July 2019 to February 2020 and welcomed 602 new citizens into our community. Citizenship ceremonies were cancelled from March to June 2020 due to COVID-19 restrictions. The grantees came from many different countries reflecting the diversity of our community.

Council is the custodian of local War memorials commemorating prior conflicts. Works were undertaken to refurbishment of the Memorial Gun and repairs to the Enfield War Memorial on the corner of Liverpool Road and Coronation Parade Strathfield South.

Each year, Strathfield Council provides recognition to unsung heroes and community volunteers in our midst as part of the Local Citizen of the Year Awards presentation held on Australia Day on 26 January. In 2020 Council presented the Local Citizen of the Year and Local Young Citizen of the Year to Sandy Reddy and Rishabh Somani respectively.

The Local Citizen of the Year 2020 Sandy Reddy has displayed an unwavering commitment to the Strathfield community with her active involvement in assisting newly arrived residents, development of children, engagement in youth programs and her support for women in need through domestic violence programs. Sandy is also involved with Council's volunteer programs including the Spring Festival, Christmas Carols, Clean Up Australia Day, Share the Dignity, Remembrance Day, Australia Day, blood donation camps, World Vision and organising Chess Tournaments at local public schools. She is also an active member of the Strathfield State Emergency Services, and is currently assisting with manning the Bushfire Information Line and undertaking jobs as directed by the Strathfield SES unit.

The Young Citizen of the Year 2020 Rishabh Somani actively participates a range of community activities including Red Shield Appeal events, Interact Club activities for the World's Greatest Shave, regularly volunteers at the Growers Market and assists younger students with their studies through school peer tutoring. Rishabh also takes the time to volunteer at Council events such as Movies in the Park, Spring Festival, Graffiti Removal Day, Winter Appeal and many more.

## Community Events and Celebrations

Council's events programs are designed to support and provide opportunities for involvement by all age groups and interests reflecting the diversity of the Strathfield community. Council planned and held a wide and diverse range of events in 2019-2020 which were unfortunately disrupted by COVID-19 restrictions causing most events to be cancelled from March to June 2020 which included Homebush Village Festival and the Cooks River Fun Run.

The Strathfield Spring Festival was held on 7 September 2019 and was Council's largest event attracting over 10,000 people. Other events included Australia Day, National Tree Day, Movies in the Park program and the HSC Art Show. Christmas in Strathfield was celebrated by Festive decoration in town centres over the Christmas/New Year period as well as the annual Carols by Candlelight event in December 2019. Christmas Trees were installed in the Strathfield and Homebush Town Centres and the Council Chambers on Redmyre Roads. High visibility streets were also adorned with lights and decorations.



# Liveable Neighbourhoods Theme



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

## GOAL

# 1

Quality, liveable and sustainable urban design and development

### Strategies

- Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes
- Manage effective development assessment processes
- Address housing affordability

## GOAL

# 2

Clean, attractive and well maintained neighbourhoods

### Strategies

- Reduce waste and improve reuse and recycling
- Maintain and enforce clean public areas and health standards

## GOAL

# 3

Thriving and resilient environment

### Strategies

- Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency
- Develop environmental programs to educate and inform the community
- Encourage sustainability and resource efficiency

## Achievements

- Adoption of the Local Strategic Planning Statement and Community Participation Plan
- Adoption of Biodiversity Conservation Strategy and Action Plan
- Determination of 264 development applications valued at \$170 million
- Smoking prohibited in the Homebush West Town Centre
- Street tree planning program activated with over 400 new plantings
- Reduction of 50% of Council's water use
- Over 13 million recyclable items collected by the Return and Earn vending machine

## Highlights 2019-2020

### Quality, Liveable and Sustainable Urban Design and Development

The quality, liveability and sustainability of the built and natural environment is a key priority for the Strathfield community. The local community want to retain the character and amenities of the Strathfield Council area for the people who live, visit and work here, while accommodating changes to the local area as local population increase and development continues.

The Strathfield Local Government Area (LGA) is part of the Greater Sydney region and its Eastern City District. The region is set to grow over the next twenty years which includes the Strathfield LGA. In 2020, Council adopted its new Local Strategic Planning Statement (LSPS), a 20 year land use planning strategy, based on four interconnected themes of Infrastructure and Collaboration, Liveability, Productivity and Sustainability, which includes a vision, planning priorities and actions. The LSPS sets out Council's long term vision for land use and infrastructure provision and identifies the economic, social and environmental opportunities to deliver and influence a future aligned with our local community's aspirations. The LSPS will shape and guide change for the new Strathfield Local Environmental Plan 2021 (LEP) and Development Control Plan (DCP) 2022 and beyond.

The LSPS is informed by the Community Strategic Plan 'Strathfield 2030', which like the LSPS is underpinned by extensive community engagement processes.

Progress was made on the preparation of the Strathfield Local Environmental Plan (LEP) 2021. A number of studies were initiated which together with extensive community consultation will provide directions for the new LEP.

Activity	2016-2017	2017-2018	2018-2019	2019-2020
<b>Development</b>				
Development Applications determined	190	152	173	246
Value of Development Applications	\$476,806,607	\$212,902,288	\$187,444,643.33	\$170,369,239
Section 96 Applications determined	81	84	51	60
<b>Categories of development (\$ value)</b>				
Residential – alterations and additions	\$3,556,570	\$3,462,900	\$15,576,336	\$94,019,467
Residential – new dwellings	\$38,433,481	\$31,588,260	\$54,670,991.86	\$31,827,805
Residential – multi-unit	\$69,253,474	\$45,846,801	\$984,529	0.00
Residential – other	\$27,502,201	\$28,684,330	\$36,648,518.17	\$16,061,059
Mixed use	\$108,024,508	\$50,738,254	\$49,177,963	0.00
Commercial/Retail/Office	\$2,215,000	\$23,353,443	\$7,579,449	\$8,546,607
Community Facilities	\$1,675,000	-	\$18,733,282	\$9,259,017
Industrial development	\$58,998,699	\$10,222,477	\$7,515,561.30	\$9,458,921
Other	\$49,850,827	\$26,949,778	\$43,202,344	\$464,500
Subdivision	-	-	-	\$271,863
New Second Occupancy	-	-	-	\$330,000
Infrastructure	-	-	-	\$130,000

In the 2019-2020 period, 246 Development Applications were received with an estimated value of \$170,369,239. While there was an increase in the number of development applications determined, the estimated value declined from the previous years due to change in the types of developments reflecting changes in the economic cycle in the Sydney region. In 2019-2020, there was increase in residential alterations and additions and industrial development, while multi-unit development declined.

## Clean, Attractive and Well Maintained Neighbourhoods

Waste	2016-2017	2017-2018	2018-2019	2018-2019
Total waste materials diverted from landfill (tonnes)	4984	4745	4590	5853
% diversion from landfill	33%	31%	35%	37%
Total waste sent to landfill kg/per person	217kg	211kg	238kg	215.21kg
Average recycling kg/per person	338kg	335kg	102kg	345kg
Waste bins – no of collections/per year	464,766	460,876	472,524	473,564
Total domestic waste collection (tonnes)	9170	9229.38	9631.3	9899.68
Recycling bins – no of collections/per year	397,176	396,604	202,202	203,580
Total recycling waste collected (tonnes)	2659.73	2287.1	2176.74	2283.56
Green waste bins – no of collections/per year	209,235	205,192	104,000	104,364
Total green waste collected (tonnes)	1765.68	1885.4	2220.8	2319.56
% domestic waste as total waste	67%	69%	69%	63%
Illegal dumping (number of dumps)	955	1700	1861	985
Clean up (on-call) – no of services	6205	7800	8996	7120
Clean up service (tonnes)	699.59	1199.86	1096.4	1080.94



Council provided weekly garbage, fortnightly recycling and green waste collection to residential households in the Strathfield Council area. This involved an annual collection of an estimated 473,564 domestic waste bins, 203,580 recycling bins, and 104,364 green waste bins. Council also provides a waste and recycling service to multi-unit dwellings.

A total of 9,899.68 tonnes of domestic waste was collected from Strathfield households, an increase from 268.38 tonnes from 9631.3 in 2018-2019. Green waste collections also increased from 2220.8 tonnes in 2018-2019 to 2319.56 tonnes in 2019-2020, with an increase in the number of bins collected.

There was an increase in recycling collections from 2176.74 tonnes in 2018-2019 to 2283.56 tonnes in 2019-2020 and an increase in the number of bins collected. Recyclable materials deposited at the Return and Earn vending machine collected over 13.2 million items to June 2020.

37% of total waste was diverted from landfill in 2019-2020, an improvement compared to 35% in 2018-2019. Residential waste bin audit held in Strathfield LGA on 2019 indicates a diversion rate from landfill of 13% on Multi-Unit Dwellings (MUDs) as opposed to 45% on Single Unit Dwellings (SUDs). This Waste Audit also indicated a 21% contamination rate on MUDs bins as opposed to 12.7% for SUDs. To improve diversion rates and reduce contamination rates Council developed a program focused on MUDs.

Council identified twenty-five MUDs with recurrent problems in regards to contaminated and overflowing waste bins and illegal dumping, developing a database with updated information on Strata Managers, Building Managers and Cleaners for those 25 addresses. All Strata Managers received waste guidelines and access to multi-language waste education signs and were advised that properties would get 3 formal warnings and then they might get an Infringement Notice after that. After one year, only 3 fines were issued indicating that 88% of the MUDs managed to comply with Council's waste guidelines after receiving some formal warnings.

Council also upgraded its on-line waste collection service website to a more user-friendly platform, attempting to have better engagement from a culturally and linguistically diverse communities. Residents are able to pre-book 3 free Council clean up collections (2m<sup>3</sup> each) from the new website at <https://cleanup.strathfield.nsw.gov.au>. In 2019-2020, Council provided 7120 collections from this service and collected 1082.68 tonnes of waste.

Council also promoted events to increase recycling including E-waste Free Drop Off Event (September 2019), Chemical Clean Out Event (with NSW EPA November 2019), Free Drop Off Points (at Council Library and Customer Service, for light globes, batteries and CDs/DVDs recycling) as well as ongoing, unlimited free household items collection by The Bower Reuse and Recycling Centre to all residents.

Illegal dumping primarily involved household waste, commercial and industrial waste and construction and demolition waste. In 2019-2020, there was a total of 985 instances of illegal dumping totalling 263.56 tonnes collected. Council staff investigated dumps and where the owner or dumper can be identified, notices were issued requiring the waste to be removed by the responsible person. Suspected or actual asbestos containing material was identified in eight dumps with urgent removal and disposal by a specialist contractor. Strathfield Council is part of the Inner Sydney RID squad and has received various grants to target both littering and illegal dumping in industrial areas.

Council has implemented two smoke-free town centres at the Strathfield CBD and Homebush West Shopping District. The smoking ban covers an area of approximately 80,000 square metres between the two town centres. Signage displays and plaques are located on footpaths and educational campaigns were run to raise community awareness, which included handing out flyers (translated) and cigarette butt bins to members of the public. Since the smoke-free ban commenced, Council has worked closely with the NSW Police Local Area Command to enforce people smoking in the above designated areas. Over 100 fines have been issued for people not complying with the smoke-free area. This initiative represents a significant leap forward in public health smoke free initiatives.

## Thriving and Resilient Environment

Urbanisation and land clearing have significantly reduced Strathfield's indigenous vegetation resulting in fragmentation of local habitats and reduction of the viability of habitat to support populations of native fauna (animals and birds). Bush regeneration in Strathfield's parks and public reserves have created a range of habitats for a mix of indigenous and introduced bird species, some mammals, small reptiles, frogs and fish. These habitats are dispersed across five broad types of urban greenspace – bushland remnants, revegetated parkland, open parkland, urban neighbourhood, and wetland and programs, including volunteers, have been developed to support improvements to Strathfield's natural environment.

A number of volunteer based programs were run in 2019-2020 to assist with weeding, planting, seed collection and removal of litter from sites.

## Biodiversity Strategy and Sustainability

Council adopted the Strathfield Biodiversity Strategy and Action Plan in 2019. This document sets clear strategic intent for Council and community in protecting and improving biodiversity in Council. The 10 year strategy includes background and local context for biodiversity in Strathfield, Council's vision, biodiversity priorities and guiding principles. The action plan sets relevant high level actions within four key focus areas; vegetation and habitat, waterways and water bodies, green and blue grid connections, and Council and community roles.

The Strathfield Council area has a public tree population of about 12,500 street trees, 40,000 trees in parks and an estimated tree canopy of 16-25%, though some areas in the Council area have lower tree canopy densities. Strathfield's urban tree landscape enhances streetscape appearance, provides habitat for birds and native animals, improves air quality, provides shade and reduces UV radiation and heat energy absorption.

To improve street tree coverage in Strathfield, a program involving planting of 443 new trees throughout the Council area was implemented in 2019-2020. The transformation of Hudson Park from a golf course into a park also provided an opportunity to increase tree coverage by an estimated 1400 new trees. Many local native plant species of trees and vegetation were used for plantings in parks, roadways, natural areas and gardens.

The Hudson Park District Park project was implemented utilising a range of sustainability features. The park contains a 2.6 million litre dam, turfing, planting of trees, removal of external perimeter fencing within the supervision of the high pressure oil/fuel line managed by external party VIVA Energy, drainage works, three large free standing picnic shelters, installed and powered custom water



fountains, electric BBQ and solar efficient lighting throughout the park. A new and unique Maze and sensory garden project is underway as well as installation of a 192,000 litre water tank that will ensure self-sufficiency of water for the park during periods of reduced rain fall events.

Council supported regional projects for healthy urban ecosystems and waterways through participation in the Cooks River Alliance. This partnership has been critical to the collaboration of catchment Councils on shared issues. Furthermore, working together under the Cooks River Alliance increases the efficiency of projects, for example the Get the Site Right erosion and sediment blitz, by allowing resources and knowledge to be shared amongst the group.

In June 2020, an erosion and sediment control blitz was held across the catchment. Council participated in inspections of 641 building sites. There was 73% compliance on first visit and almost \$200,000 worth of fines issues across the catchment.

## Pollution Reporting

During the 2019-2020 year, Council received and investigated a total of 82 pollution complaints.

Pollution type	Number of complaints
Water Pollution	31
Air Pollution	23
Light Pollution	2
Noise pollution	21
Odour	7

Common water pollution complaints related to sewer overflows, sediment from building sites and incidents in industrial areas. Air pollution complaints mostly relate to industrial sites and building sites, some residential complaints were received relating to smoky chimneys, BBQ use and backyard burning. Noise pollution comes from a residential, industrial and construction premises. Residential complaints commonly are from music and/or parties late at night.

Industrial complaints usually relate to noisy machinery and time of use. Building site complaints mostly relate to working outside of approved hours.

Council continued to raise significant concerns regarding impact on air quality of the WestConnex ventilation stack tower for future high-rise developments. Council representatives attended WestConnex air quality committee meetings to review project developments and raise any issues.

## Public Health

All 13 skin penetration premises located in the Council area were inspected in 2019-2020. Skin penetration procedures conducted included waxing, manicure, pedicure, cosmetic tattooing and skin piercing. Equipment such as cuticle cutters, nail clippers, lancets and tattoo needles that penetrate the skin are required to be sterilised in an autoclave before reuse. While no complaints were received regarding Council's skin penetration premises, the routine inspections identified two premises that failed to sterilise reusable equipment.

There are 22 water cooling systems containing 35 cooling towers within the Strathfield Council area. Council inspects water cooling towers to verify towers have been maintained to a satisfactory standard of construction and cleanliness as control against Legionella. Records are audited to ensure that routine activities including monthly water sampling, scheduled maintenance and cleaning are documented. In 2019-2020, all water cooling systems were inspected and records audited. All water cooling systems were found to be maintained to a satisfactory standard.

Air quality for the Strathfield Council area is monitored and reported by the Regional Air Quality Index. While Council has a limited sphere of influence over air quality in the local area, Council works with other sectors of government, industry and the community to improve air quality. According to the Index, air quality in the Strathfield LGA and surrounding areas was very good or good for 73% of the 2019-2020 year. Compared to 2018-2019, there was a decline in the air quality in the local area, which is in part attributable to the bushfires in the summer of 2019-2020.



## Air Quality (number of days) Strathfield LGA and surrounds

Year	Very good	Good	Fair	Poor	Hazardous	% Very Good-Good days per year
2019-2020	67	201	40	19	39	73% - 268
2018-2019	57	231	55	14	3	84% - 308
2017-2018	44	242	52	17	6	78% - 286
2016-2017	67	236	35	16	4	83% - 303
2015-2016	87	218	44	11	5	83% - 305

## Resource Efficiency and Management

One of Council's goals is to encourage sustainability and resource efficiency, in Council's operations and in the general community. According to data from the Resilient Sydney project, the Strathfield Council area contributed a total of 1.1% of emissions in the Greater Sydney area in 2016-2017 (most current figures). The emissions totals per suburb in the Strathfield area (2016-2017) included:

Suburb	Tonnes Co2e
Strathfield	132,048.54
Homebush	130,484
Homebush West	92,746.05
Greenacre	63,378.16
Strathfield South	60,225.37
Belfield	9571.49

Across all facilities of Council, the total energy use for 2019-2020 was 8,783.87 GJ which compared to 9,988.83 GJ in 2018-2019 was a decrease of 12%. This is mostly due to the impact of COVID-19 on Council operations and activities, for example reduced building use and fewer bookings at Council facilities throughout the year. To reduce energy consumption, solar system was installed in Strathfield Library as well as installation of energy efficient lighting in various locations.

Year	Energy consumption (GJ)	Greenhouse emissions (Co2) tonnes*
2015-2016	9,722.94	2,215
2016-2017	10,043.30	2,288
2017-2018	9,898.25	2,255
2018-2019	9,988.83	2,275
2019-2020	8,783.87	2,001
2018-2019	19,570.40	4,730

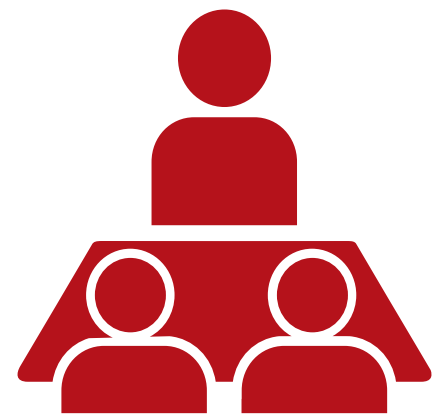
\* Calculated using [www.powershop.com.au/carbon-calculator/ensivity](http://www.powershop.com.au/carbon-calculator/ensivity)

During 2019-2020, use of water in Council facilities including parks and sports fields totalled 37,506 kL. This represents a reduction of nearly 50% of water use from the previous year, which is attributable to major reductions in several key facilities such as Hudson Park, which indicated a 76% reduction from the previous year. Drought conditions in 2019 and COVID-19 in 2020 rendered most sportsfields unusable for much of the year.

Year	Water consumption (kL)
2013-2014	58,734
2014-2015	60,226
2015-2016	55,494
2016-2017	68,653
2017-2018	76,899
2018-2019	66,265
2019-2020	37,506



# Responsible Leadership Theme



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

## GOAL

# 1

Trust in Council's leadership and decision making

### Strategies

- Promote active community engagement and make decisions based on community priorities
- Support integrity, transparency and accountability of decision making processes

## GOAL

# 2

Accountable Council performance

### Strategies

- Undertake planning, review report and evaluate performance and progress
- Employ and maintain a skilled workforce to deliver quality services
- Promote organisational culture of safety, best practice and continuous quality improvement
- Maintain long-term financial sustainability of Strathfield Council
- Deliver efficient and effective Council services to the community

## Achievements

- Successful implementation of best practice COVID-19 management planning and practices across all areas of Council operations and staffing
- Adoption of CSP 2020 including review of Operation Plan and Budgets, Workforce Management and Long-Term Financial Plans.
- Regular community consultation on major issues
- Adapting to COVID-19 requirements for Council meetings, public meetings and consultations using digital
- 2020 Council Performance Survey indicated high levels of satisfaction of Council performance.
- Actions taken to address employee gender imbalance

## Highlights 2019-2020

### Trust in Council's Leadership and Decision Making

Councillors are the governing body of the Council and are directly elected by the community. Councillors are responsible for setting and monitoring the strategic direction of the Council and making policy decisions on behalf of and for the benefit of the Strathfield community.

Councillors received extensive induction training and offered ongoing development and training courses to assist them meeting their civic and council roles and responsibilities. Monthly councillor briefing workshops and Planning Policy Working Party meetings were held to provide briefings to support informed decision making.

The tables below record attendance of the Councillor during the 2019-2020 financial year. A total of 11 ordinary meetings were held from July 2019 to June 2020. The recorded meeting attendance was:



Councillor	Ordinary Meetings Attended
Councillor Matthew Blackmore	11
Councillor Anthony Doueih	10
Councillor Maryanne Duggan	11
Councillor Nella Hall	11
Councillor Stephanie Kokkolis	9
Councillor Karen Pensabene	10
Councillor Gulian Vaccari	11

11 Strathfield Local Planning Panel meetings were also held throughout the 2019-2020 financial year.

The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public in the 2019-2020 year:

Committee	Delegates/Chair/Deputies
Cooks River Alliance	Cr Maryanne Duggan (Delegate)
Traffic Committee	The Mayor (Chair) Cr Karen Pensabene Cr Nella Hall (Alternate)
Audit, Risk and Improvement Committee	Cr Nella Hall and Cr Maryanne Duggan
Local Area Command Committee	All Councillors are invited to attend

The following Chair and Deputy Chairs were appointed to Council Advisory Committees, Taskforces and Steering Committees for the 2019-2020 year:

Committee	Chairperson
Youth Engagement Advisory Committee	Councillor Kokkolis

## Promoted Inclusion in Decision Making

Council encourages public inclusion in decision making processes, this is achieved through informal and formal engagement processes ranging from information to direct consultation. Council provides information on Council's activities through its various communication networks but also notifies residents and ratepayers individually on matters such as development and planning proposals which may directly affect them. Public forums and information sessions have been held on a range of issues to provide information and promote public consultation.

Council encourages members of the public to watch Council meetings through live meeting broadcasts. Following Council meetings, the Mayor provides a video of the highlights of the meeting which is available on Strathfield TV, a channel on YouTube or via the Council website.



Council's Community Panel are a group of independently and randomly selected local residents, whose demographic profile generally aligns with the community profile. The Panel is consulted to provide feedback to the Council on particular issues, through surveys and interviews/focus groups. In 2019-2020, members of the Community Panel participated in engagements concerning the preparation of the housing strategy and biodiversity strategy.

## Workforce Planning

The last three months of the reporting year saw a vigorous focus on staff wellbeing and welfare due to the enforced limitations placed on individuals and organisations due COVID-19 which has had adverse impacts on everyone in society not least of all Council staff.

Council has basically not missed a beat over the reporting year, it has been business as usual for the vast majority of staff but the situation has seen remarkable changes to the way in which Council conducts business both within the organisation and outwardly regarding the services delivered to the Community.

Council has delivered a safe and efficient environment for staff in which to work and for the community in which to live with its proactive multi-faceted approach to Covid-19 risk management.

Council's COVID-19 Management Plan is a best practice model that allowed Council to keep delivering to a standard rarely seen in the rest of the industry.

During the past year Council has:

- Provided a large, broad range of opportunities for learning and development to all staff by such means as sponsored formal education, attendance at technical workshops, work special interest groups, industry forums, conferences and specialist training which were directly related to the current work of staff to enhance their professional and operational competence;
- Continued positive progress in addressing the current gender imbalance in a number of areas of Council to ensure that workgroups better reflect the general demographic displayed in the community we serve;
- Targeted work health and safety which has seen beneficial progress made across the board with manual handling, ergonomics and mental wellbeing being particular focuses;
- Negotiated with staff and workplace unions to bring about enhancements to workplace arrangements for benefits to staff and Council;
- Cooperative handling of industrial relations issues achieving settlement between the industrial parties resulting in an enhanced workplace atmosphere;
- Developed, improved, standardised and simplified documentation and processes across the full range of HR activities;
- Reduced staff voluntary staff turnover rate with resultant decreases in costs and vacancies which improves continuity

and consistency of operations and output;

- Engaged in management and leadership learning initiatives that has seen an increase in skills acquisition and use by supervisory staff;
- Adapted and responded to the challenges of the Covid-19 environment which has resulted in increased costs and more complex and time consuming arrangements especially in such areas as communication, co-ordination and training.

Council's Customer Services provided multiple touch points for our customers including in-person counter functions, a call centre, and an after-hours 24/7 service. Customers are requested to rate the quality of their customer experience when visiting the Customer Service Centre. 84% rated their experience as highly satisfied.

Due to impacts of COVID-19, the opening hours of the in-face service counter were reduced and the service centre was refitted to ensure customer and staff safety. Over 2019-2020, Council's Customer Service team provided assistance to over 27,000 people, though visits to the centre declined between March and June due to COVID-19.

Activity	2016-2017	2017-2018	2018-2019	2019-2020
Calls to Council's Customer Service Centre	45,481	19,530	22,913	27,201
Visits to Council's Customer Service Centre	13,245	12,306	10,595	9,961

## Risk and Internal Audit

The Audit, Risk and Improvement Committee plays an important role in Council's Governance Framework by providing Council with an independent oversight and monitoring of Council's audit and risk processes. The Committee comprises independent community members, an independent Chairperson and councillor representation.

Two committee meetings were held in December 2019 and April 2020, which considered the from the audits conducted. Council also participates in a shared Internal Audit service with five other councils. There have been four Internal audits and one risk assessment conducted on Accounts Receivable, Physical Security Access, Complaint Management, Fraud and Corruption Risk Assessment and Human Resources – Recruitment and Departures. The Emergency Management Plan and Enterprise Risk Management Plan was completed in 2019-2020. Council's Business Continuity Plan and the Sub-Plan - Pandemic Response and Recovery Plans for the organisation were implemented and reviewed in the second quarter of 2020 to ensure that Council continued to be vigilant with the COVID-19 situation and requirements under the Public Health Order. In addition, Council also achieved a high level, above 90%, of compliance for Statutory tasks listed in the Office of Local Government's 'OLG - Calendar of Compliance and Reporting Requirements'.













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