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Annual Report 2016-2017

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INTRODUCTION

The purpose of Strathfield Council's Annual Report 2016-2017 is to outline achievements during the year based on the actions identified in the Community Strategic Plan 'Strathfield 2025' and Delivery Program 2014-2018 and to comply with the requirements of the *Local Government Act 1993* and clause 217 of *Local Government (General) Regulation 2005*. This includes presentation of the 2016-2017 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.

COUNCIL VISION

The community vision 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 has adopted a statement of values which expresses the commitment to serving the community.

- *Integrity* - We will maintain our reputation for honesty and integrity and our ability to fulfil our promises. It is this concept by which all our actions are based and by which we are happy for our actions to be judged.
- *Respect* - We show respect to those we deal with both inside and outside of the Council
- *Teamwork* - We approach all our work as a team, sharing our skills and resources for our client's benefit. We value the health and safety of our people.
- *Professionalism* - We value our clients and are accountable for the work we do with them.

CONTACTING COUNCIL

- In person - Strathfield Council Customer Service Centre, 65 Homebush Road, Strathfield. Opening hours: Monday to Friday 8.30am to 5pm or Library and Information Centre, Customer Service Desk, 65-67 Rochester Street, Homebush. Opening hours: Monday to Thursday 9.30am to 8pm, Friday 9.30am to 6pm, Saturday 8.30am to 12noon
- In writing - The General Manager, Strathfield Municipal Council, PO Box 120 Strathfield NSW 2135
- Telephone - Council can be contacted on (02) 9748 9999, 24 hours a day, seven days a week
- Fax - (02) 9764 1034
- Email - council@strathfield.nsw.gov.au
- Website - www.strathfield.nsw.gov.au

- Assistance - If your first language is not English and you would like to contact Council, call the Translators and Interpreter Service (TIS) on 131 450 for assistance. A translator will then contact us to help you liaise with Council. Use of this service is free. This publication can be made available in alternative format on request to assist persons with disabilities.

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

This Annual Report highlights Council's many achievements in 2016-2017 financial year and reports on progress in the implementation of Strathfield 2025, the Community Strategic Plan.

The last financial year has been very challenging, therefore Council was relieved with the NSW Premier's announcement in July 2017 that the proposal to merge Strathfield with Burwood Council and City of Canada Bay Councils had been withdrawn. This brought to an end years of uncertainty regarding Strathfield Council's future. The Council and its community fought a long, but ultimately successful, campaign against forced Council mergers, believing that Strathfield was served best as an independent Council.

Council has maintained and improved its financial performance by achieving a \$8.903 million surplus which was more than \$7 million above the estimated budget. Council's strong financial performance has enabled the delivery of a wide range of community projects in 2016-2017 including new children's playgrounds, road and footpath renewals and upgrading of the Strathfield Town Centre.

Council has continued to provide responsive and quality services and improve and deliver upgraded and new facilities for the current and future populations. Significant capital works are programed for 2017-2018, which will substantially upgrade availability and condition of Strathfield's community infrastructure.

Our annual performance survey indicates that Council is performing and is valued by its community. Following the Council election in September 2016, Council will review its community strategic plans. We welcome and encourage our local community to participate in developing new community strategic plans for the next ten years and beyond.

Cr Gulian Vaccari
MAYOR

Henry Wong
GENERAL MANAGER

ABOUT STRATHFIELD COUNCIL

The Local Government Area (LGA) of Strathfield has a total area of approximately 14.1 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city. 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.

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 2016) is estimated at 42,331.

Strathfield Council

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Drutt 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' with the implementation of the *Local Government Act 1993*.

Residential Profile

The current estimated residential population of Strathfield (ABS June 2016) is 42,331. Since 2006, the estimated residential population of Strathfield LGA has increased by 24% or 7,933 persons.

Census 2016 was released in 2017 and indicates a number of trends in the local population.

Strathfield has a larger percentage of persons aged 15-34 years in compared to the Inner West region. This consists of 15-19 years (6.1%) compared to Inner West region (4.7%), 20-24 years (9.6%) to Inner West region (7.8%), 25-29 years (12.4%) to Inner West region (9.9%) and 30-34 years (10.6%) to Inner West region (9.5%).

In the age categories of 5-14 years and over 35 years, there are slightly smaller percentage of residents in compared to the Inner West Region. However, the only categories that indicate a decline in population are aged 5-14 years – a loss of 378 people – and aged 40 to 44 years – a loss of 204 people (2016 ABS Census).

Strathfield is culturally diverse with approximately 63% of residents born overseas compared to 50.7% for Inner West and 57.1% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are China (10%), India (10.9%), South Korea (7.7%), and Sri Lanka (3.5%). The Indigenous population represents 0.3% of the Strathfield population or 121 people (2016 ABS Census).

Nearly 68.5% of residents speak a language other than English at home, though most residents speak more than one language. Languages other than English spoken at home include Mandarin (10%), Korean (8.8%), Cantonese (7.0%), Tamil (5.6%) and Arabic (5.0%). 29.3% of households speak English only at home in contrast to 51.8% in Inner West. 66% are Australian citizens (2016 ABS Census).

There were a higher proportion of couple families with children and lower proportion of lone households compared to Greater Sydney and Inner West.

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.

The Mayor is elected by Councillors. Following amendments to the *Local Government Act 1993*, the Mayoral term is two years, while the Deputy Mayor is elected on an annual basis.

NSW local government elections are usually held every four years. However, the term of the Council elected in September 2012 was extended an additional 12 months to September 2017. A council election was held on 9 September 2017 and the following councillors were elected:

Councillors (2017-2020)

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

The Mayor Cr Gulian Vaccari was elected in September 2017 for a two year term.
Deputy Mayor Cr Nella Hall was elected on 23 September 2017 for one year term.

Councillors 2012-2017

In September 2016, Cr Andrew Soulos and Cr Stephanie Kokkolis were elected as Mayor and Deputy Mayor respectively for the period of September 2016 to September 2017. The Councillors of Strathfield Council (2012-2017)

- Daniel Bott
- Raj Datta
- Stephanie Kokkolis
- Helen McLucas (resigned May 2017)
- Sang Ok
- Andrew Soulos
- Gulian Vaccari

FINANCIAL SNAPSHOT 2016-2017

For the 2016-2017 financial year, Council's independent auditor has determined that Council is in a sound and stable financial position. The net operating result was a \$8.903 million surplus which was \$7.835 million improvement over the original estimated budget of \$1.068 million.

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

Income

Rates and Annual Charges	\$23,310
User charges and fees	\$4,592
Interest and investment income	\$1,519
Other revenues	\$2,404
Grants and contributions for operating purposes	\$4,033
Grants and contributions for capital purposes	\$7,471
Net gains from disposal of assets	-
TOTAL INCOME FROM CONTINUING OPERATIONS	\$43,329M

Expenses

Employee benefits and on-costs	\$13,175
Borrowing costs	-
Materials and contracts	\$7,993
Depreciation and Amortisation	\$5,241
Other expenses	\$7,697
Net loss from disposal of assets	\$320
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$34,426M

CAPITAL WORKS PROGRAM 2016-2017

Total spend on infrastructure and land improvements \$8.108 million

Roads/Bridges/Footpaths/Drainage	\$1.278M
Recreational Assets (parks/sporting fields)	\$4.338M
Buildings	\$0.840M
Land Improvements	\$0.848M
Other infrastructure	\$0.804M
Operating Land	\$0.0

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

Access Priorities

Council carried out access improvements to footpaths ramps in Strathfield, Homebush and Homebush West town centres. Ramps were removed and reconstructed to meet access requirements at Albert Road Strathfield, Redmyre Road and Raw Square Strathfield, The Crescent and Rochester Street Homebush and The Crescent Homebush West intersecting with Henley Road and Hampstead Road.

Bridge Works

Suitably qualified engineering firms were engaged to assess bridges located at Pomeroy Street Homebush, Cave Road Strathfield and Allen Street Homebush. Cave Road and Allen Street were deemed fit for purpose. Action is being taken with Canada Bay Council to increase the bridge loading rating at Pomeroy Street.

Footpaths

Footpaths in the following streets were renewed:

- Chiswick Street Strathfield South
- Clareville Close Belfield
- Clement Street Strathfield South
- Dean Street Strathfield South
- Elliot Street Belfield
- Everitt Place Strathfield South
- Excelsior Ave Strathfield South
- Francis Street Homebush
- Gould Street Strathfield South
- Hebe Street Greenacre
- Hillcrest Ave Strathfield South
- James Street Strathfield South
- Madeline Street Belfield
- Maria Street Strathfield South
- Marion Street Strathfield
- Marlene Crescent Greenacre

- McEncroe Street Strathfield South
- Meredith Street Homebush
- Repon Place Belfield

Parks, sportsfields, buildings and town centres

- Strathfield Town Centre upgrade
- Ford Park (Children's Playground)
- Cooke Park (Children's Playground)
- Strathfield Park (Children's Playground)
- Synthetic Fields – Strathfield Park
- Synthetic Fields – Mason Park
- Melville Community Hall (demolition and plans developed for redevelopment)
- Upgrade of 69 Redmyre Road Strathfield

Roadworks

Traffic Calming/Improvement projects were implemented at:

- Intersection of Arthur Street and Francis Street Homebush Local Area Traffic Management (LATM)
- Intersection of Hedges Ave and Hume Highway Strathfield South LATM with the closure of access onto the right turn onto Hume Highway.
- Intersection of Hill Street and Coronation Parade Strathfield South LATM
- Intersection of Rochester Street and Burlington Road Homebush LATM
- Intersection of Karuah Street and Pemberton Road Strathfield LATM
- Line marking of disabled parking spots at High St Library, Homebush West Town centre, Strathfield Park (Chalmers Rd end), around local schools and pedestrian crossings

Works were undertaken at:

- Albert Road Strathfield
- Barker Road Strathfield
- Wallis Avenue Strathfield
- Prentice Lane Strathfield
- Albyn Road Strathfield
- Beresford, Redmyre and Weeroona Road Intersections milled and resheeted
- Albert Road/Strathfield Station taxi rank
- Oxford Road Carpark – rear of town hall
- Hudson Park carpark – the entire car park was milled and resheeted
- Mackenzie Avenue Homebush
- Pilcher St Strathfield South
- Oxford Rd Strathfield concrete slab replacement
- Holmwood Street from Dean St to Liverpool Road.

2016-2017 IN REVIEW

Sustainable financial performance

The 2016-2017 financial year ended with Council being in a strong and sustainable financial position and materially exceeded all the financial benchmarks in 2016-2017. Council's positive operating performance results over the last three years has seen the net assets grow \$302 million in 2014-2015 to \$346 million in 2016-2017 and a \$5.1 million growth in cashflow.

It has seen improved performance in several of these benchmarks over the prior year and achieved significant turnaround performance in some of the benchmarks from the 2014-2015 year that had failed to meet the benchmark.

The most notable was the outstanding rates and annual charges benchmark that has failed benchmark in both 2014-2015 and 2015-2016 both years reporting above 5%, this was significantly improved in 2016-2017 dropping to 3% well below the benchmark of less than 5%.

Both the infrastructure renewal ratio and the asset maintenance expenditure ratio saw a continued healthy trend above benchmark in the last two years both 2015-2016 and 2016-2017 compared to the 2014-2015 year where both had failed to meet the benchmark by more than 50%.

Also the infrastructure backlog has seen a steady decline from not meeting the benchmark at 3.17 in 2014-2015 to 1.86 in 2015-2016 and 1.49 in 2016-2017 due to capital works focusing on the backlog areas first.

Council amalgamation

In December 2015, the NSW Government announced their proposal to merge Strathfield with Burwood and Canada Bay Councils and in January 2016, a Delegate was appointed to review the proposal and make recommendations to NSW Government for decision. Council presented its submission to the Delegate strongly arguing against forced amalgamation, based on community surveys indicating that over 80% supported Strathfield remaining a stand-alone council.

In May 2016, Strathfield Council submitted a court challenge against the merger. In September 2016, Justice Moore of the Land & Environment Court upheld the Council's case and ruled that the Delegate failed to address two mandatory requirements in his report and as such did not comply with the requirements under the Local Government Act.

Subsequently, the Delegate prepared a Revised Report, dated September 2016. The Revised Report was referred to the Boundaries Commission on 5 October 2016. The Boundaries Commission provided commentary to the Minister on 10 October 2016 including that the Delegate had adequately considered the factors required by section 263(3) of the Act, with the exception of financial advantages or disadvantages.

In July 2017, the NSW Premier Gladys Berejiklian announced that the Government would not continue its forced amalgamation policy for councils that had commenced legal action. This included Strathfield Council.

Council election

The uncertainty of the future of Strathfield Council due to the NSW Government's proposal to merge Strathfield Council with Burwood and Canada Bay Council resulted in the term of the Councillors elected in 2012 was extended an additional year from September 2016 to September 2017. With the decision of the NSW Government in July 2017 to withdraw the merger proposal involving Strathfield Council, an ordinary Council election was called for September 9 2017.

Upgrading public places

In late 2016, Strathfield Square in the Strathfield Town Centre was upgraded to improve amenity and facilities for residents and visitors to the area. The project involved upgrading of the paved areas to contemporary granite paving, enhanced public lighting, increased landscaped areas and installation of new furniture and trees.

Council's Christmas Festive Decoration program was expanded to include decoration of town centres over the Christmas/New Year period, installation of Christmas Trees in the Town Centre and Council Chambers, installation of LED lighting and decorative coverage of selected residential streets.

Improving local community amenities and facilities

All children's playgrounds in Strathfield were assessed and plans developed for replacement and/or refurbishment. A number of playground projects were completed in the 2016-2017 years including playgrounds in Strathfield Park, Ford Park and Cooke Park, with the rest to be delivered in 2017-2018.

To meet increasing demand for all-weather sportsfield surfaces, two synthetic sportsfields were built in Strathfield Park (Strathfield) and Mason Park (Homebush), two of Strathfield's largest sporting venues.

Plans to redevelop the Melville Community Hall, located in Melville Reserve Homebush West, were approved. The old site was demolished and the new building commenced with anticipated completion in 2018. Council refurbished the interior and exterior including landscaping of 69 Redmyre Road (Strathfield), which is part of Council's Administrative Centre at 65 Homebush Road a historic building, and built a new car park. The Strathfield Town Hall and Supper Room were repainted with air conditioning installed.

A significant number of roads and footpaths were renewed or upgraded in all areas of Strathfield Council. A total of \$1.278M% was expended on upgrading local roads and footpaths throughout the Strathfield Council area.

Planning and Development

Council reviewed its planning and development processes with the view to improve planning controls and assessment processes.

Council adopted new Development Control Plans (DCPs) for heritage and urban design principles to ensure that characteristics and heritage are protected. DCP's for waste, trees and notification

processes were substantially amended. All the plans were publicly exhibited prior to adoption by Council.

To provide independent determinations on referred development applications, Council established the Strathfield Independent Hearing and Assessment Panel (IHAP), chaired by a NSW Justice. The IHAP process facilitates greater transparency in the decision making process and aims to achieve best practice urban design and development outcomes consistent with the relevant legislation and planning controls.

An Internal Development Assessment Panel (IDAP) was also established to provide greater transparency and high quality urban design outcomes in determining development applications through collaborative and independent review. The panel consists of senior council managers across the areas of planning, law, building, engineering, waste, infrastructure and landscaping.

Expansion of regulatory services

Council focused on improving the safety of the Strathfield area in 2016-2017 through expansion of ranger services and improving food safety of local businesses through inspections and issuing of "Scores on Doors" certificates to all high and medium risk food businesses. Strathfield Council was awarded a Highly Commended for its work in sediment and erosion control in the LGNSW Excellence in the Environment Awards. In 2017, Strathfield Council partnered up with neighbouring Councils and the NSW Environment Protection Authority in a sediment and erosion control blitz at construction sites across the Parramatta River Catchment. The campaign saw Council's team execute 76 inspections as well as educating developers on the importance of sediment control.

COUNCIL PERFORMANCE

An independent community survey was commissioned in 2016 to assess the community's view of Council's performance. A survey has been commissioned for late 2017 which will allow Council's progress to be monitored.

Activity	Achieved Good to Excellent rating
Council performance	☺
Customer Service	☺
Delivery of services	☺
Community participation and cohesion	☺
Maintenance of the local area	☺
Facilities and services	☺
Streetscape appearance	☺

Financial Performance

Measure	Benchmark	Performance against benchmark		
		2016-2017	2015-2016	2014-2015
Net Debt as % of total revenue		✓0	✓0	✓0
Operating performance ratio > 0%	> 0%	✓4.89	✓1.29	✓1.94
Expenditure on asset maintenance (benchmark ratio > 1.00x)	1.00x	✓1.15	✓1.17	✓0.4
Own source operating revenue (benchmark ratio > 60%)	>60%	✓73.45	✓73.96	✓70.63
Unrestricted Current Ratio (benchmark ratio >1.50)	>1.50	✓3.62	✓3.36	✓3.23
Infrastructure backlog (\$M) as a percentage of total infrastructure assets (benchmark ratio <2%)	<2%	✓1.49	✓1.86	✓3.17
Outstanding rates and annual charges (benchmark <5%)	<5%	✓3.02	×5.90	×5.09
Infrastructure Renewal Ratio (benchmark >=100%)	>=100%	✓127.85	✓104.57	×47.27

Financial Status of Council

Criteria	2014-2015	2015-2016	2016-2017	Trend
Total asset value of Strathfield Council (less liabilities)	\$313M	\$335M	\$345M	↑
Total Income	\$42.6M	\$ 40.6M	\$43.3M	↑
Total Expenditure	\$32.4M	\$ 33.4M	\$34.4M	↑
Net operating results from continuing operations	\$10.26 (surplus)	\$ 7.2M (surplus)	\$8.9M (surplus)	↑
Borrowings	0%	0%	0%	↔

Engaging with community

Activity	2014-2015	2015-2016	2016-2017	Trends
Visits to Council website	802,409	750,273	782,005	↑
Calls to Council's Customer Service Centre	43,612	43,063	45,481	↑
Visits to Council's Customer Service Centre	13,829	13,829	13,245	↓
Visits to Libraries	250,605	319,632	267,866	↓
Loans of library materials	207788	215978	319,632	↑
Wifi sessions at Libraries	86,849	86,964	124,599	↑
Library membership	18,498	18,687	18,365	↓
Facebook page likes	-	2,870	3,914	↑
Twitter followers	-	474	778	↑
Citizenship (no of persons conferred)	305	305	545	↑
Requests for information (Informal GIPA)	306	324	331	↑
Requests to speak at Council meetings	102	96	95	↓

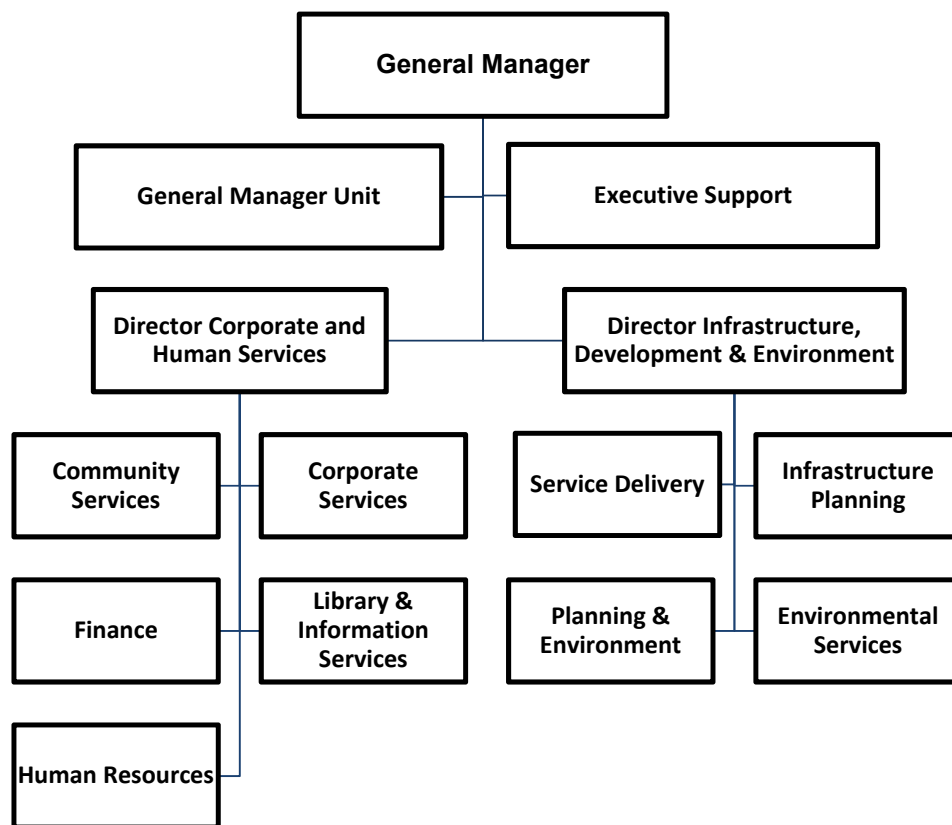
Environment

Activity	2014-2015	2015-2016	2016-2017	Trends
Development Applications determined	161	167	192	↑
Section 96 Applications determined	59	102	81	↓
Total waste materials diverted from landfill	5536	5851	4984	↓
Total waste sent to landfill kg/per person	212kg	211kg	217kg	↑
Average tonnes kg/per person sent to landfill	345kg	342kg	338kg	↓
Illegal dumping (number of dumps)	-	1358	955	↓

ORGANISATIONAL STRUCTURE

The General Manager is responsible for the operation of the Council's organisation and for implementing decisions of the Council. The General Manager 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.

To assist the General Manager in the exercise of these functions, there are two departments of Council. These departments are Infrastructure & Development and Corporate Services. A Director heads each of these departments. Each of the departments is divided into a number of sections, which are run by a Manager.



STATUTORY REPORTING 2016-2017

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

During 2016-2017, a total of 368 applications to access information under the Government Information (Public Access) Act 2009 as outlined below:

Number of applications received	2016-2017
GIPAA formal access requests	15
GIPAA informal access requests	353

The *Government Information (Public Access) Act 2009* Annual Report for 2016-2017 was lodged in October 2017 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	Application withdrawn
Media	0	0	1	0	0	0
Members of Parliament	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	1
Members of the public (application by legal representative)	0	0	0	0	0	0
Members of the public (other)	8	0	1	0	0	4
TOTAL	8	0	2	0	0	5

Note that the 5 withdrawn formal applications were processed as informal requests.

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	Application withdrawn
Personal Information application	0	0	2	0	0	0
Access applications (other than personal information applications)	8	0	0	0	0	5
Access application that are partly personal information application and partly other.	0	0	0	0	0	0
TOTAL	8	0	2	0	0	5

Table C: Invalid applications

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	0
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
TOTAL	0

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

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)	10
Decided after 35 days (by agreement with applicant)	0
Not decided within timeframe (deemed refusal)	0
Total	10

Code of Conduct Breaches

(Model Code of Conduct Procedures cl.12.1)

In accordance with Council Resolution Minute No.CW17/97 and clause 12.1 of the Model Code of Conduct Procedures, the following actions were taken in regard breaches of Council's Code of Conduct.

There was a total of 3 code of conduct complaints made about councillors and the General Manager under the Code of Conduct in 2016-2017. 2 complaints were referred to a conduct reviewer. 1 complaint was investigated by a conduct reviewer. No complaints were reviewed by the Office of Local Government.

Community Access Plan

(Item 1.05 Community Access Plan – Statement of Compliance)

Council lodged its Annual Report to the Human Rights and Equal Opportunity Commission in September 2017 on activities undertaken in regard the Strathfield Council Community Access Plan 2014-2018.

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 2016-2017.

Contracts

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

Contracts awarded during the reporting period of 1 July 2016 to 30 June 2017 for \$150,000 and over:

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
Viva Energy Pty Ltd	Supply of fuel (Shell Cards)	1 July 2016	1 year	\$183,500.00
JJ Richards and Sons Pty Ltd	Recycling bin collection	1 July 2016	1 year	\$550,000.00
Veolia Environmental Services (Australia) Pty Ltd	Disposal of putrescible/wet waste	1 July 2016	1 year	\$2,420,000.00
Veolia Environmental Services (Australia) Pty Ltd	Disposal of non-putrescible/dry waste	1 July 2016	1 year	\$264,000.00
Garwood International Pty Ltd	Purchase Rear Loader	19 September 2016	Not applicable	\$298,334.74
Lamond Contracting Pty Ltd	Demolition works Strathfield Square	25 October 2017	Not applicable	\$158,636.50
Lamond Contracting Pty Ltd	Car park construction 69 Redmyre Rd	8 November 2017	Not applicable	\$161,821.00
Garwood	Purchase Econic	1 November 2017	Not applicable	\$402,198.50

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
International Pty Ltd	20m3 Rear Loader			
Lamond Contracting Pty Ltd	Regrading, drainage and turfing works Hudson Driving Range	22 November 2017	Not applicable	\$338,672.00
Michael Davies & Associates	Design four amenities buildings	1 February 2017	6 months	\$215,146.00
Asphalt Laying Services Pty Ltd	Mill and resheet roads	17 March 2017	4 weeks	\$415,717.40
Moduplay Group Pty Ltd	Playground design and installation – Strathfield Park	14 April 2017	Not applicable	\$1,323,410.00
Ozzy Civil Pty Ltd	Carry out NBN restoration of trenches in footpaths and driveways, etc	10 May 2017	Contract terminated	\$214,493.42
Stateline Asphalt Pty Ltd	Mill and resheet roads	10 May 2017	4 weeks	\$375,984.82
Superior Pak Pty Ltd	Purchase of side loader	27 April 2017	Not applicable	\$367,852.00
CRS Creative Recreation Solutions Pty Ltd	Playground design and installation	13 June 2017	Not applicable	\$379,276.37
Veolia Environmental Services (Australia) Pty Ltd	Waste tipping	30 June 2017	6 months	\$152,640.00
Veolia Environmental Services (Australia) Pty Ltd	Waste tipping	30 June 2017	6 months	\$1,100,046.02
Lamond Contracting Pty Ltd	Strathfield Park path renewal	21 May 2017	Not applicable	\$470,063.00
Tuff Turf Co Pty Ltd	Mason Park Synthetics	21 August 2017	Not applicable	\$477,117.74
Tuff Turf Co Pty Ltd	Strathfield Park Synthetics	21 August 2017	Not applicable	\$476,027.72

Councillors Fees, Expenses and Facilities

(Local Government Act 1993 s.428 (f), Local Government (General) Regulation 2005 cl.217 (a) (a1) (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 and an increase of 2.5% was approved for 2016-2017.

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

A total of **\$171,400** was paid in fees to elected members. This is made up of:

Mayoral Allowance	\$41,090
Councillors Fees (7 x \$1,551 x 12)	\$130,310

The following costs were incurred during 2016-2017 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	1,993
Telephone calls (including landline and mobile calls)	cl.217(1)(a1)(ii) LG Regulation	9,877
Councillors Conference and Seminar Expenses	cl.217(1)(a1)(iii) LG Regulation	3,220
Mayoral vehicle and accessories*	Councillor Expenses and Facilities Policy	22,280
Councillor Training and Skill Development	cl.217(1)(a1)(iv) LG Regulation	3,269
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	0
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	0
Spouse or partner expenses	cl.217(1)(a1)(vii) LG Regulation	0
Childcare expenses	cl.217(1)(a1)(viii) LG Regulation	0
TOTAL		\$40,639

Councillor Interstate Visits

(Local Government (General) Regulation 2005 cl.217 (1)(a1)(v))

NIL

Overseas Visits

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

NIL

Companion Animals Act and Regulation Activities

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

Rangers patrol all areas of Strathfield Local Government Area regarding compliance with the Companion Animal Act and Regulations.

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 \$50,000 was expended on Council's companion animal management programs and activities. 8 dogs and cats were impounded at Council's pound.

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. The cost of supporting this rehoming strategy is included in the pounding fees expenditure.

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There was one reported dog attack in 2016-2017.

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.

Council provides off-leash areas for dogs at Elliott Reserve, Belfield and Allen Street Reserve Homebush. Allen Street Reserve is fully gated and gated entrances have been installed at Elliott Reserve at the Punchbowl Road boundary of the Reserve.

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:

Parramatta River Catchment Group (PRCG) – the PRCG is a regional organisation of local councils, state agencies and community representatives whose aim is to work together to improve the health of the Parramatta River catchment. Through regional collaboration, the PRCG seeks to:

- Ensure coordination of effort
- Optimise use of resources, and
- Drive a greater impact of government policies and decisions affecting the catchment than could be achieved through each member working separately.

Financial members include the following councils and state government agencies:

Blacktown City Council, Burwood Council, City of Canada Bay Council, Canterbury-Bankstown Council, Cumberland Council, The Hills Shire Council, Hunters Hill Council, Inner West Council, City of Ryde Council, Parramatta City Council, Strathfield Council, Sydney Water, Environmental Protection Authority (EPA) and The Department of Planning & Environment.

Cooks River Alliance - In 2016-2017 the Cooks River Alliance member councils were Bayside Council, City of Canterbury-Bankstown, City of Sydney, Inner West Council and Strathfield Council to address the analytical, policy, planning and management challenges of the Cooks River. The highlights for the reporting period were:

- Four raingardens across the catchment
- Scientific assessment of the best attainable condition of the River to enhance the rigour of the environmental health monitoring program

- Knowledge strategy and hub for Cooks River catchment information
- Best practice sustainable urban water management resources including in relation to strategy, local environment plans, development control plans, water sensitive design and development assessment
- Catchment program to increase the community's knowledge, understanding, value, stewardship of and connectivity to the River
- Aboriginal history of the Cooks River

Equal Employment Opportunity and Diversity 2016-2017

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

Council is required to have an Equal Employment Opportunity Management Plan (Local Government Act s344) which forms part of Councils' Workforce Management Plan. Council understands that applying the principles of EEO and diversity is sound business practice which adds value to decision making and performance outcomes and not just red-tape and political correctness impositions.

Achievements

1. A review of the 2013-2017 EEO Management Plan was conducted in 2017 and a draft 2017-2020 EEO Management Plan was prepared ready for approval by the newly elected Council. The new management plan is a more comprehensive and complete plan than previously existed and consists of seven key Strategic Action areas that have twenty-three objectives and eighty-nine individual actions which cover all areas required to address the vast majority of EEO areas of concern.
2. All newly appointed and existing staff (approx. 210) attended EEO & Diversity Training sessions delivered by the NSW Anti-Discrimination Board. The sessions had two streams, one for all staff and one for Managers to ensure all knew their rights and obligations and how to manage compliance with the law and best practice.
3. Of the approximately 80 new staff appointed in the review year over half were either born overseas or identified their heritage from diverse cultural backgrounds which well reflects the community we serve and adds breadth and depth to Council's talent pool.
4. All decisions associated with appointments, promotions, higher grade and training were taken in consultation with the Manager Human Resource & Organisational Development to ensure EEO and diversity concepts were considered and applied to ensure fairness and equity.
5. A member of staff trained in EEO recruitment and selection techniques sat on all interview panels to ensure no irrelevant criteria or considerations were evidenced in any decision of a recruitment panel.
6. There were no proven harassment, bullying or discrimination allegations during the year.

Continual improvement of Council's Workforce Management Plan, EEO Management Plan and WHS Management Plan are key components in Council's striving for excellence regarding the work staff do, how they do it and the environment in which they do it. Council can be proud of the steps taken in 2017 to make Council a model for local government.

External Bodies Exercising Council Functions

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

Council did not delegate functions to any external bodies in 2016-2017.

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 \$41,698 which comprised of:

Name of program	Amount \$
Community Grants	\$8,633.00
Miscellaneous Financial Assistance	\$3,265.10
Heritage Local Financial Assistance Grants	\$16,350.00
Community Events Grants	\$13,450.00
TOTAL	\$41,698.10

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	Grant Amount Awarded
Differently Abled People Inc.	\$395.00
TAD Disability Services	\$400.00
St Anne's Walking Group	\$588.00
Metro Assist	\$750.00
Strathfield West Senior Citizen's Club	\$800.00
Sport 4 All	\$1,000.00
Catherine Sullivan Centre	\$1250.00
St Anne's Playgroup	\$1500.00
Strathfield Raiders JRLFC	\$1500.00
Homebush West P & C	\$450.00
TOTAL	\$8,633.00

Community Events Grants Policy

Community Events Grants Recipients	Grant Amount Awarded
Rotary International	\$4,000
Homebush Boys' High School SRC	\$4,000
SAISH	\$4,000
Rotary Strathfield	\$1,000
Koori Kids	\$ 450
TOTAL	\$13,450.00

Miscellaneous Financial Assistance Recipients

Miscellaneous Financial Assistance Grants are awarded in accordance with Council's Policy, which sets out criteria for dealing with unsolicited requests for financial assistance.

Miscellaneous Financial Assistance Recipients	Grant Amount Awarded
Zonta International	\$250.00
Exodus Foundation	\$500.00
Dr John Byrnes	\$50.00
Exodus Foundation	\$750.00
Red Shield Appeal	\$265.10
St Vincent de Paul	\$1,000.00
TOTAL	\$2,815.10

Heritage Local Financial Grants

Heritage Local Financial Assistance Grants are offered on an annual basis. The objective of the grant program is to assist owners of statutory listed heritage properties with conservation works. The grants are awarded after assessment on the value of the works to the property.

Heritage Local Financial Assistance Grants	Grant Awarded
22-24 Albyn Road, Strathfield	\$2,200
49 Broughton Road, Strathfield	\$1,950
63 Burlington Road Homebush	\$700
28 Coventry Road Strathfield	\$2,400
81 Homebush Road, Strathfield	\$750
16 Llandilo Avenue Strathfield	\$5500
24 Llandilo Avenue Strathfield	\$700
57 Redmyre Road Strathfield	\$500
38 Homebush Road Strathfield	\$550
4 Welfare Street Homebush West	\$1,100
TOTAL	\$16,350

Financial Reports

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

Each year 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*.

The financial reports contain information about Council's income, expenditure, operating budgets, the condition of Council assets and infrastructure, and notes about the financial performance of the organisation. Audit Office of New South Wales was appointed as Council's independent financial auditor.

For the 2016-2017 financial year, Council's independent auditor has determined that Council is in a sound and stable financial position. The net operating result was a \$8.903 million surplus which was \$7.835 improvement over the original estimated budget of \$1.068 million.

Council's audited financial reports are published as with this report and are available on Council's website.

Legal Proceedings

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

During 2016-17, Council incurred legal costs in relation to legal proceedings as follows:

Actions against Council

Matter	Costs Incurred (\$)	Costs Received (\$)	Outcome
474A – 476 Liverpool Road, Strathfield <i>(1 Baker Street Pty Ltd v Council)</i>	3,580	-	Discontinued by Applicant
13 The Crescent, Homebush <i>(MHT Equities v Council)</i>	28,015	-	Consent Orders
29 – 35 Burlington Road, Homebush <i>(Abdul-Rahman v Council)</i>	2,025	-	Consent Orders
25 – 29 Smallwood Avenue, Homebush <i>(Optimal Enterprises Pty Ltd v Council)</i>	13,044	-	Consent Orders
10-14 Hillcrest Street, Homebush <i>(James W Homes Pty Ltd v Council)</i>	2,517	-	Consent Orders
4 Exeter Road, Homebush West <i>(Lam v Council)</i>	5,111	-	Consent Orders
36 Noble Avenue, Strathfield <i>(Baraz Constructions Pty Ltd v Council)</i>	9,075	-	Consent Orders
37 Powell Street, Homebush <i>(FPG Powell Pty Ltd v Council) – 2 matters</i>	52,890	-	Appeal upheld (in Applicant's favour)
251-253 Homebush Road, Strathfield <i>(Abdul-Rahman v Council)</i>	1,011	-	Appeal dismissed (in Council's favour)
559 Liverpool Road, Strathfield South <i>(Abdul-Rahman v Council)</i>	1,681	-	Appeal upheld (in Applicant's favour)
17-35 Parramatta Rd Homebush & 5 Powell St Homebush <i>(Al Maha Pty Ltd v Council)</i>	35,589	-	Appeal dismissed (in Council's favour)
4 – 6 Loftus Crescent, Homebush <i>(Loftus Apartments Pty Ltd v Council)</i>	18,422	-	Settled.
6 Torrington Road Strathfield <i>(Sheriff Selim And Amani Selim v Council)</i>	60,440	-	Appeal upheld (in Applicant's favour)

Matter	Costs Incurred (\$)	Costs Received (\$)	Outcome
401 – 405 Liverpool Road, Strathfield (The Motel Group v Council)	27,746	-	Appeal upheld (in Applicant's favour)
432-434 Liverpool Rd Strathfield (The Partnership of CS Property Holdings Pty Ltd & Quartec Group Trust v Council)	11,385	-	Consent Orders
114 Burlington Road, Homebush (The Strathfield Muslim Welfare Association Inc v Council)-	6,200	-	Ongoing
51-55 Homebush Road, Strathfield (C & C In-vestment Trading v Council)	14,731	-	Ongoing

Actions commenced by Council:

Matter	Costs Incurred (\$)	Costs Received (\$)	Outcome
Legal Fight Against Amalgamation <i>Strathfield Council v Minister for Local Government & Anor</i>	326,690	<i>To be determined</i>	Appeals upheld (in Council's favour)

Council carries out enforcement including legal action where required. During 2016-2017, there were a total of 37 Local Court matters involving Council where the offender elected to have the matter heard in Court, and 18 proceedings in the Land & Environment Court and one proceeding in the Court of Appeal.

Planning agreements compliance and effects

(Environmental Planning & Assessment Act 1979 s.93G (5))

There were no planning agreements in 2016-2017.

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 has adopted a Privacy Management Plan. 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 2016-17.

The number of Internal Review Applications lodged during 2016-2017	0
The number of Internal Review Applications finalised during 2016-2017	0
The number of matters proceeded to the NSW Civil and Administrative Tribunal	0

Public Interest Disclosures

(S.31 Public Interest Disclosure Act 1994 and cl. 4(2) Public Interest Disclosure Regulation 2011)

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 2015 to June 2016.

Requirement	Number
Number of public officials who made Public Interest Disclosures	0
Number of Public Interest Disclosures	0
Of Public Interest Disclosures received, number primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
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 Policy, which is published on Council's website.

Actions have been taken to ensure that Councillors and Council staff are aware of their obligations under the Act. Public interest disclosure awareness is included in induction training for new staff and councillors and information is provided on the Council website.

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 \$346,153 were written off during 2016-2017.
- Rates and annual charges totalling \$48,267 were abandoned during 2016-17.

Senior Staff Remuneration

(Cl.217 (1) (b) &(c) Local Government (General) Regulation 2005)

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

- General Manager

- Director Corporate Services and Human Services
- Director Infrastructure, Planning and Environment

The remuneration packages for Senior staff for the financial year ending 30 June 2017 comprise of the salary component, employers contribution and employees salary sacrifice to superannuation, non-cash benefits, and Fringe Benefits Tax.

The total remuneration package for the position of General Manager was \$273,972. This amount is made up of:

Salary component	\$248,770
Salary sacrifice/employer contribution to superannuation/basic benefit	\$23,633
Non-cash benefit	-
FBT	\$1,569
TOTAL	\$273,972

The total remuneration package for the position of Director Development, Planning and Environment was \$193,667. This amount is made up of:

Salary component	\$170,000
Salary sacrifice/employer contribution to superannuation/basic benefit	\$16,150
Non-cash benefit	-
FBT	\$7,517
TOTAL	\$193,667

The total remuneration package for the position of Director Corporate Services and Human Services was \$162,024. This amount is made up of:

Salary	\$146,372
Salary sacrifice/employer contribution to superannuation/basic benefit	\$13,905
Non-cash benefit	-
FBT	\$1,747
TOTAL	\$162,024

Sponsorships

(Strathfield Council Sponsorship Policy)

The following sponsorship agreements were made in 2016-2017:

Name of sponsor	Value of sponsorship	Description of sponsorship	Date of agreement
Strathfield Plaza	\$8,800.00	Strathfield Spring Festival	22/8/2016
Strathfield Plaza	\$7,700.00	Strathfield Food Festival	22/8/2016
Cooks River Alliance	\$1,000.00	Cooks River Fun Run	30/5/2017
Vision Personal Training	In kind	Personal training vouchers – Cooks River Fun Run	19/5/2017
Chobani	In kind	Yogurt - Cooks River Fun Run	27/3/2017

Name of sponsor	Value of sponsorship	Description of sponsorship	Date of agreement
Kingpin North Strathfield	In kind	Bowling vouchers - Cooks River Fun Run	31/5/2017
Pancakes on the Rocks	In kind	Meal vouchers - Cooks River Fun Run	1/6/2017
Scooda	In kind	Printing on tote bags - Cooks River Fun Run	30/5/2017
Snap Burwood	In kind	Printed collateral - Cooks River Fun Run	5/6/2017
GFitness Rhodes	In kind	Personal training vouchers - Cooks River Fun Run	6/6/2017
Channel 9	In kind	Signed footballs - Cooks River Fun Run	1/6/2017

Swimming Pools Act 1992

(Swimming Pools Regulation 2008 Clause 22F (2))

Requirement	Number
No. of inspections of tourist or visitor accommodation	1
No. of inspections of premises on which there more than 2 dwellings	8
No. of certificates of compliance issued under section 22D of the <i>Swimming Pool Act 1992</i>	30
No. of certificates of non-compliance under 18BA of the <i>Swimming Pool Regulation 2008</i>	16

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 2016-2017 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.

Particulars of Stormwater Management Charges levied during the reporting period:

Annual income from the Stormwater Management Charge in 2016-2017 totalled \$274,617 with the amount of \$688,000 carried over from the previous period as works were deferred from previous years). A total of \$9000 was expended on stormwater management new works and maintenance. \$954,000 is available as at 30 June 2017 for stormwater works.

Work on Private Land

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

NIL

INTEGRATED PLANNING & REPORTING FRAMEWORK

Council is required under the Local Government Act to adopt an Integrated Planning and Reporting Framework which takes into account social, economic, environmental and civic leadership considerations. The process and strategic and operational plans are set out below.

Community Strategic Plan ‘Strathfield 2025’

‘Strathfield 2025’ represents the shared vision for Strathfield – both Council and the community - and sets clear goals and strategies to meet this vision. Strathfield 2025 is based on the five broad inter-related themes of Connectivity, Community Wellbeing, Prosperity and Opportunities, Liveable Neighbourhoods and Responsible Leadership. These themes are derived from an extensive community engagement process, which identified priorities for the community’s future



Delivery Program and Operational Plan

Strathfield 2025 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 Strathfield 2025.

Resourcing Strategy

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.

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 2016-2017. These plans were developed to support the themes set out in the Community Strategic Plan (CSP) 'Strathfield 2025'.

The five themes are:

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

Six-monthly Delivery Program progress reports were made to Council for the period July to December 2016 and January to June 2017, which detail progress against actions in the Operational Plan 2016-2017.

This Annual Report highlights achievements under the CSP themes in 2016-2017.

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.

Achievements in 2016-2017 include:

Transport Planning

Consulted with state agencies and organisations regarding state and regional transport planning:

- Council met with and made submissions to Transport for NSW regarding route options and proposals for Light Rail to Strathfield.
- Attended preliminary meeting held with representatives from Sydney Metro regarding potential locations for future metro stations.
- Commenced the Burwood, Homebush and Strathfield Priority Precincts project with Seven Major Centres Case Study to commence in late 2017.
- Made submissions to NSW Ports concerning various modification requests to the Part 3A Project Approval of Enfield Intermodal Logistics Centre, which have potential traffic and acoustic impacts. Council continued communication with representatives of Enfield ILC (Sydney Ports Authority) regarding potential warehousing uses for the Ports site

Council prepared plans, reviewed and implemented controls and enforcement activities to address the issues of local transport mobility and accessibility and:

- prepared and adopted the Strathfield Active Transport Plan which outlines strategies for cycleways, pedestrian paths and improved access and mobility. Prioritisation of projects is subject to community consultation in 2017.
- reviewed parking controls in and around Strathfield Square and Homebush Town Centre.
- implemented Residential Parking Schemes (RPS) in areas where time limited parking restrictions exist to allow residents access to on-street parking.
- scheduled regular patrols by Rangers in areas identified with parking and enforcement issues, such as town centres and school areas. Complaints such as those concerning illegal parking were investigated and actioned.
- operated the Strathfield traffic committee, which includes representation from state agencies and local MP's, to consider and make recommendations to Council on traffic management issues.

Council increased expenditure for roads and footpaths asset renewal and maintenance and delivered significant improvements to Strathfield's local roads, traffic controls and footpaths and implemented the following works:

- Footpaths in the following streets were renewed: Chiswick Street Strathfield South, Clareville Close Belfield, Clement Street Strathfield South, Dean Street Strathfield South, Elliot Street Belfield, Excelsior Ave Strathfield South, Hillcrest Ave Strathfield South, James Street

Strathfield South, Maria Street Strathfield South, Marion Street Strathfield and Repon Place Belfield.

- Local Area Traffic Management (LATM) projects were implanted at the following intersections: Arthur Street and Francis Street Homebush, Hedges Ave and Hume Highway Strathfield South with the closure of access onto the right turn onto Hume Highway, Hill Street and Coronation Parade Strathfield South, Rochester Street and Burlington Road Homebush, Karuah Street and Pemberton Road Strathfield and linemarking disabled parking spots at High St Library, Homebush West Town centre, Strathfield Park (Chalmers Rd end), around local schools and pedestrian crossings.
- Roadworks were undertaken at: Albert Road Strathfield, Barker Road Strathfield, Albert Road/Strathfield Station taxi rank, Albyn Road Strathfield, Beresford, Redmyre and Weeroona Road Intersections milled and resheeted, Holmwood Street from Dean St to Liverpool Road, Hudson Park carpark – the entire car park was milled and resheeted, Mackenzie Avenue Homebush, Oxford Rd Strathfield concrete slab replacement, Oxford Road Carpark – rear of Town Hall, Pilcher St Strathfield South, Prentice Lane Strathfield, Wallis Avenue Strathfield.

Infrastructure and Regional Planning

Consulted with state agencies and organisations regarding impacts of growth on local infrastructure and services including:

:

- transport proposals and strategies involving transport such as WestConnex, Light Rail
- proposals regarding the Parramatta Road Urban Transformation Strategy and draft District Action Plan strategies.

Planned for projected population and development growth through:

- inclusion of controls incorporating regional planning strategies in the review of the Strathfield Local Environmental Plan
- review and amendment of Council's Consolidated Development Control Plan (DCP) and Council's Development Contribution Plan
- reviewed policies for value sharing on development uplift and provision of affordable housing in light of anticipated development along Parramatta Road and associated population growth.
- advocated to the State Government on issues and impacts of growth on local infrastructure and services
- operated a working group to examine options for future development of the Strathfield Town Centre including key government agencies including Department of Planning and Environment, transport for NSW and neighbouring Councils.

Contributed to multi-council catchment planning groups to support healthy urban ecosystems and:

- participated in the Cooks River Alliance programs including river health and water quality monitoring and preparation of Culture and Country Aboriginal history of the Cooks River.
- participated in the Parramatta River Catchment Group's (PRCG) 'Living River' program and Sediment Control initiatives.

- worked with Sydney Water to naturalise the Powells Creek river bank which will have significant benefit to the area in terms of biodiversity and appearance of the creek and its foreshores.

Library and Information Services

Council's Library and Information Services provide a wide range of services and programs to the community at the main and branch libraries. Strathfield Libraries have 18,365 members of which 85.9% are residents of Strathfield. In 2016-2017, there was 267,866 in-person visits to the libraries with 319,632 loans of library resources.

Programs run by the Library service include school holiday programs, Baby Bounce and Storytime, author talks, book clubs, home library service delivered to housebound community members, seniors computer classes, reading clubs and exhibitions.

Communications

Council's communications informed the community on issues, events, programs, exhibitions, major projects and initiatives using a wide range of communications methods including media, social media, flyers and print publications and:

- launched Council's e-News to an estimated 10,000 persons on a weekly basis.
- received 782,005 website visits and increased traffic on the Council and Library Facebook pages, Twitter and Instagram.
- issued regular communications to the public on decisions, activities and events such as flyers to households to promote events, inform the community about services (Waste calendar) or to communicate important messages from Council.
- published a regular Council Column in the Inner West Courier. Complementing the Council Column was a range of other advertisements and public notices that not only appeared in the Inner West Courier, but also publications in various languages other than English.

Information Access

Supported and promoted open access to the public of information held by Council and:

- provided a wide range of information and documents on the Council website
- determined a total of 15 formal requests and 353 informal requests information requests under the *Government Information (Public Access) Act 2009*. The majority relating to access of development approvals and associated documentation from Council's records.
- reviewed and issued the annual Council Agency Information Guide, which provides guidance to the public on accessing information held by Council.

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.

Achievements in 2016-2017 include:

Community Safety

Implemented initiatives to improve the safety of the community through collaboration with the Police and community groups, these included:

- worked in co-operation with Flemington Police Local Area Command (FLAC) and other authorities to monitor crime trends, initiate and deliver in collaboration a range of community safety and crime prevention initiatives.
- made representations to FLAC to improve and raise the visibility of Police in the local area and attendance at various community events and activities.
- facilitated annual White Ribbon Day program with local high schools to raise awareness of domestic violence involving 7000 students.
- installed CCTV in the public domain areas of Strathfield Town Centre.
- held four Community Safety BBQ's in various locations across the Strathfield area to promote healthy and aware neighbourhoods.
- Undertook major community safety projects in Centenary Park including safety BBQs and prevention films in four languages.

Public Health and Safety

Implemented programs to maintain and improvement public safety and minimise hazard that included:

- conducted local law enforcement including parking patrols, undertook building inspections, investigated any unauthorised building
- implemented the Swimming Pool Program, which involved pool inspections and issue of compliance and non-compliance certificates
- increased the number of Council rangers and their spread of hours to include day and night patrols to provide a more comprehensive service and target illegal or unauthorised activities in the Strathfield Council area
- investigated complaints relating to air and noise pollution, sedimentation and erosion controls and public safety.
- monitored and initiated removal of abandoned vehicles and trolleys from public streets, nature strips or waterways.
- investigated complaints and incidents involving animals such as dangerous dogs, feral cats, barking dogs, dogs off leash, strays and lost animals.
- processed Tree Preservation Orders and investigated complaints, breaches and incidents of tree vandalism.
- removed graffiti vandalism from public areas and held Graffiti Removal Day in partnership with Strathfield Rotary and volunteers.

- assessed street lighting in partnership with Ausgrid with improvements installed at in key Council areas (streets, parks, car parks) and participated in the South Sydney Regional of Councils (SSROC) streetlighting efficiency program.

Community Facilities

Upgraded community and recreational facilities in local parks and sportsgrounds to support community demand for recreation and leisure activities. This included:

Community facilities

- demolished Melville Community Hall (Homebush West) and designed a replacement community centre with construction expected in late 2017.
- refurbished the interior and exterior including landscaping of 69 Redmyre Road (Strathfield), a historic building, and built a new car park.
- upgraded including repainting and air conditioning of Strathfield Town Hall and Supper Room.

Sportsfields

- installed synthetic sportsfields, fencing, paths and landscaping at Strathfield Park (Strathfield) and Mason Park (Homebush) to improve carrying capacity.

Playgrounds

- installed new playgrounds and landscape embellishment at Cooke Park (Belfield), Strathfield Park (Strathfield) and Ford Park (Strathfield South).
- Developed plans and designs for upgrades new playgrounds in late 2017 in Fitzgerald Park (Homebush), Henley Reserve (Homebush West), Austin Park (Homebush West), Airey Park (Homebush), Dean Reserve (Strathfield South), Melville Reserve (Homebush West), Boden Reserve (Strathfield), Mason Park (Homebush), Bark Huts (Belfield), Edwards Park (Strathfield), Drew Street Playground (Greenacre), Freshwater Park (Strathfield), Strathfield Park (Chalmers Road end), Coronation Reserve (Strathfield South), Inveresk Park (Homebush) and Marlene Reserve (Greenacre).

Provided facilities, parks and open space to support a range of recreational and community activities and:

- managed access for community, cultural and sporting organisations and clubs to community halls, meeting rooms, and sportsfields for events, meetings and programs. Parks and sportsgrounds were hired primarily for sports and recreational purposes including football, soccer, Oztag, touch football, cricket, netball, basketball, physical fitness (personal training) and volleyball by community and sporting clubs, schools and individuals.
- maintained facilities, parks and open spaces to a high standard. Monitored trends and incidences and allocated resources meeting community priorities.
- provided two off-leash areas in Elliott Reserve (Belfield) and Allen St Reserve (Homebush) and promoted responsible animal ownership

Worked with sporting and recreational groups and provided assistance to expand the programs available in Strathfield and:

- supported local non-profit organisations to deliver services and activities of benefit to the community and by providing financial assistance such as community grants.
- delivered new programs such as Bootcamp at Edwards Park (Strathfield) and Tai Chi at Strathfield Park (Strathfield).

Culturally and Linguistically Diverse Communities

To meet the needs of Strathfield's highly culturally and linguistically diverse community, the following services and events were provided:

- assisted learning and improvement of resident English verbal language skills, through programs such as ESOL classes, Conversation Cafe and Chatterbox. Council partnered Australian Catholic University (ACU) and Metro MRC to deliver Conversation Club
- delivered Chinese Calligraphy and Painting classes at High Street Library.
- provided Library collections of materials for children and adults in languages other than English including books, newspapers, magazines, music CDs and DVDs in Chinese, Korean and Tamil languages.
- provided access to Road to IELTS (International English Language Testing System) both General and Advanced Training that provide users with interactive exercises to prepare for exams.

Children and youth

Promoted and facilitated services and programs in partnership with family service providers to meet the needs of children, youth and families in Strathfield and:

- provided support for local playgroups, children's week programs, childcare facilities and initiated playgroups at Centenary Park.
- networked with other councils and community providers and disseminated information on available children's services and programs in the local and inner west areas.
- provided Baby Bounce, preschool story times, after hours and holiday activities, HSC Seminars, Begin to Read and the Premier's Reading Challenge Program in libraries.
- organised and facilitated programs and activities for children and young people during school holidays, including programs delivered for children with a disability. Council held Movies in the Park over the summer season.
- delivered annual Youth Week programs and the annual HSC Art Exhibition
- Auspiced establishment of youth organisation run by youth.

Older residents, carers and people with a disability

Provided support for older people, people with disability and carers living in the community and :

- provided a centre-based day care three days per week for the frail and elderly at Strathfield Community Centre with support of CHSP of the Commonwealth Department of Health and Aging and conducted by Council.
- Implemented actions from Strathfield Community Access Plan such as access audit of footpaths in Strathfield
- provided information and referral services and supported programs for seniors, carers and persons with a disability including Seniors Christmas Lunch, Seniors Week and Carers Week.

- facilitated an extensive Seniors Activities program offering a range of activities to the over 50s which support positive ageing and wellbeing, information talks such as older driver sessions with NRMA, advice on scams with Fair Trading and sessions on the National Disability Insurance Scheme (NDIS), Stepping on Falls prevention programs, Gentle Exercise, Line Dancing, Tai Chi and Twilight Tours.
- provided programs and services for people with disabilities and/or their carers including Autism Spectrum Early Intervention, International Day of Disability, Dance Groups for adults and children with a disability, school holiday programs for children with disabilities, Liberty Wheels program, Bocce for People with a disability.
- delivered Home Library Services to housebound residents which provided access to large print, audiobooks, DVDs, Music CDs and magazines. eAudio and eBook collections for the sight impaired, print disabled or those physically unable to hold a book.
- Delivered Aged Day Care Service

Community programs

Promoted community involvement in programs and activities to build awareness and resilience in the community and:

- partnered with many local organisations to deliver programs including Tax Help program and School for Seniors monthly Book Club.
- provided work placements from TAFE & University, exam supervision for external and distance education students, Justice of the Peace services and promotion of Cancer Council activities.
- maintained LINCS Community Information Database which provides a listing of local community services and groups. LINCS is available to access via Council's website.
- promoted community activities through communications in local or ethnic media (depending on the target audience), in the Council column and/or through the production of flyers.

PROSPERITY AND OPPORTUNITIES THEME

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

Achievements in 2016-2017 include:

Supported Strathfield's business community and supported development of skills and training of the local workforce and:

- liaised with and provided information to local businesses and potential new business operators
- provided online data and decision making tools to assist local or prospective businesses understanding the planning and business environment of the Strathfield area.

Consulted with state agencies on planning strategies and proposals affecting the Strathfield LGA including NSW planning reforms, Greater Sydney Commission, Metropolitan Strategies, draft District Action Plans, Parramatta Road Strategy and West Connex and organised community meetings to discuss planning proposals such as West Connex, Enfield Intermodal Logistics Centre, Parramatta Road Urban Transformation Strategy and site specific proposals for controls and plans.

Regulatory inspections

In order that local businesses meet health and safety standards, Council carried out a comprehensive program of public health inspections.

- A total of 462 inspections of food handling premises were carried out with business assessed as 'high risk' inspected twice each year. Of these inspections, 105 were reinspections. Most non-compliances related to temperature control and poor hygiene practices. A total of 26 complaints in relation to food premises were received and investigated, 21 improvement notices were issued, 12 penalty notices and 3 prohibition orders.
- Scores on Doors certificates provided to all high & medium risk food businesses at the conclusion of routine inspections. There were approximately 175 Inspections conducted where certificates were provided to all high & medium risk food businesses at the conclusion of routine inspections. Approximately 25% of premises displayed their certificates in the front of their shop.
- Information was provided to operators of local foods shops on safe food handling, egg safety, time and temperature control and hygiene at the time of inspection.
- Council conducted inspections of 17 premises consisting of 42 water cooling towers and other regulated systems and 17 inspections of premises, which may pose a risk to public health such as hairdressing, beauty therapy, acupuncture, ear piercing, cosmetic tattoo, manicure/pedicure and waxing, were completed.

Improving Town Centres and Streetscapes

Improved appearance of retail areas and promoted a sense of place and civic pride by:

- upgraded Strathfield Square in the Strathfield Town Centre in 2016-2017 to improve amenity and facilities for residents and visitors to the area. The project involved upgrading

of the paved areas to contemporary granite paving, enhanced public lighting, increased landscaped areas and installation of new furniture and trees.

- expanded the Christmas Festive Decoration program to include decoration of town centres over the Christmas/New Year period, installation of Christmas Trees in the Town Centre and Council Chambers, installation of LED lighting and decorative coverage of selected residential streets.
- maintained town centres to a high level and kept free of waste and obstructions through daily cleaning, waste removal and intensive steam cleaning twice a year.
- ensured that streets in Strathfield were maintained through regular street sweeping, additional services after storms, and regular inspections of drainage and clearing of pits after heavy rainfall, hot spot identification of hot spots and major blockages reports.

Promoted awareness of the Strathfield area and acknowledged and celebrated the achievements of the Strathfield community through recognition and award programs which included:

- Conducted annual ceremonies on Australia Day including awards for Citizen of the Year and Young Citizen of the Year.
- Conducted Australian Citizenship ceremonies at Strathfield Town Hall. The Mayor of Strathfield presided over ceremonies where a total of 2180 residents received citizenship.
- Issued congratulatory in response to significant birthday, anniversary or achievement usually in relation to honorary awards such as Australia Day and Queen's Birthday honours.
- Held Mayoral afternoon teas with community members and organisations such as Somerset Seniors Helping Seniors, School Principals and Sporting Clubs.
- Hosted visits by schools to the Strathfield Council Chambers to raise awareness of the role of local government, particularly during local government week.
- Presented the annual Youth Achievement Awards in partnership with Strathfield Rotary. Local young people were recognised for their achievements in art and culture, sports (individual and team) and environment/community service.
- Hosted annual Anzac Day ceremonies with the Cumberland RSL (formerly Homebush Sub-Branch) at Davey Square Memorial.

Celebrate and acknowledge civic and community achievements

Promoted awareness of the Strathfield area and acknowledged and celebrated the achievements of the Strathfield community through recognition and award programs which included:

- The Strathfield Citizen of the Year and Young Citizen of the Year awards were presented on Australia Day 2017. The 2017 Citizen of the Year awards were presented to Karen Penesbene and Nella Hall and the Young Citizen award was presented to Yunus Isik. They received their awards in recognition for their community service work, which has not only made a valuable contribution to Strathfield, but also to the wider community.
- Citizenship ceremonies were held each quarter and on Australia Day 2017. A total of 305 citizens were conferred citizenship at ceremonies officiated by the Mayor.

Events

Provided and promoted a wide and diverse range of community based events through the Strathfield area:

- delivered major events including the Strathfield Spring Festival, National Tree Day, Strathfield Food Festival, Strathfield Carols by Candlelight, Movies in the Park program, Australia Day activities, HSC Art Show, Clean Up Australia Day activities and the Cooks River Fun Run which attracted over 200,000 people to the area over the Council term.
- developed specific website and social media strategies for Council's major events, including the Strathfield Spring Festival, Food Festival, Movies in the Park and Cooks River Fun Run, which includes websites, Facebook and Instagram. Community participation and social media presence continues to increase on an annual basis.
- promoted wide range of events through media strategies and issued the quarterly Events Calendar to all households.
- provided financial assistance and in-kind support to encourage local organisations to organise community based events.

All households in Strathfield were issued with an events calendar on a quarterly basis. In addition, specific website and social media strategies have been developed for Council's major events, including the Strathfield Spring Festival, Food Festival, Movies in the Park and Cooks River Fun Run. Community participation and social media presence continues to increase on an annual basis.

Promoted food outlets and the diversity of dining experiences in the Strathfield Council area and:

- promoted and managed the Strathfield Food Festival.
- promoted alfresco dining and night time economy in town centres and issued permits to outdoor dining to local food businesses.

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.

Achievements in 2016-2017 include:

Planning and Development

192 Development Applications were received during the 2016-2017 period. The majority of building and development determinations in the Strathfield Council area concerned multi-storey residential developments particularly along Parramatta Road and to a lesser extent Liverpool Road.

In 2017, Council established the Strathfield Independent Hearing and Assessment Panel (IHAP), chaired by a NSW Justice, to provide independent determinations on referred development applications. The IHAP process facilitates greater transparency in the decision making process and aims to achieve best practice urban design and development outcomes consistent with the relevant legislation and planning controls.

An Internal Development Assessment Panel (IDAP) was also established to provide greater transparency and high quality urban design outcomes in determining development applications through collaborative and independent review. The panel consists of senior council managers across the areas of planning, law, building, engineering, waste, infrastructure and landscaping.

New Development Control Plans (DCPs) were adopted for heritage and urban design principles while the DCPs for waste, trees and notification processes were substantially amended.

Studies and plans concerning flood management were finalised including Powells Creek Flood Risk Management Plan (2016).

According to Census 2016, Strathfield's population are increasingly living in medium to high-rise units. To improve liveability of residents living in higher densities, Council:

- Council reviewed and revised the Development Contributions Plan which sets out the local infrastructure required to meet needs of future populations. The updated Direct Contributions Plan was adopted in September 2016.
- designed and commenced construction of a new community hall at Melville Reserve (Homebush West) to provide meeting and activity spaces in an area with a high proportion of home units
- installed synthetic sportsfields, fencing, paths and landscaping at Strathfield Park and Mason Park to meet increasing demand for sports playing fields.
- installed new playgrounds to meet increasing community demands for facilities for children
- established a new park in Loftus Crescent Homebush to meet recreational needs of new populations in the Parramatta Road corridor.

- developed working partnerships with residents and strata management in areas of new development such as Centenary Park (Homebush West) to build capacity through establishing new playgroups, community safety initiatives and walking groups.
- reviewed and investigated waste collection solutions aimed at reducing illegal dumping and waste contamination particularly in relation to medium to high density units that involved distributed of multi-language information, visitations to units to educate unit occupants of waste services, contamination and illegal dumping.
- maintained the Strathfield Community Garden at Laker Reserve (Strathfield) to provide access to gardening, workshops and social opportunities, particularly for residents living in multi-unit developments.

Streets, trees and public spaces

Strathfield's urban tree landscape contributes to the desirability of living, working and visiting Strathfield and has a range of benefits to the local community such as improving amenity and visual streetscape appearance, provision of habitat for birds and native animals, improvement of air quality, provision of shade on street and footpaths and reduction of UV radiation and heat energy absorption.

- managed and maintained an estimated 11,796 street trees and 45,000 trees in parks and reserves.
- operated Council's Nursery and propagated over 11,000 local native plant species, primarily for planting in parks, roadways, natural areas and gardens.
- promoted community participation for planting days in local parks through the volunteer Bushcare programs and National Tree Day.

Waste services

Council's domestic waste collection service provides weekly garbage, on-call collections, fortnightly recycling and green waste collection to households.

- provided weekly garbage, fortnightly recycling and green waste collection to households, which involved annual collection of an estimated 9024 domestic waste bins, 7765 recycling bins, and 5537 green waste bins. Domestic waste constituted 67% of total waste. 33% was diverted from landfill.
- provided access to the on-call waste collection service for to remove household items with over 6205 on-call collections per year collecting 732 tonnes of waste. Clean ups are source separated on the kerbside to divert recyclable materials from landfill. Car batteries, metal and mattresses collected from clean ups are taken back to the depot where they are recycled by the appropriate recycling companies.
- conducted an E-waste event and collected 8 tonnes of E-waste from 161 residents.
- developed multilingual signage for Multi-Unit Dwellings (MUD) education and erected 169 signs in MUD properties across Strathfield
- initiated a Bin Inspection Program of co-mingled recycling bins. The most recent inspection in 2016-2017 indicated contamination rates were SUDs 12% and for MUDs 21%.
- organised campaigns to target illegal dumping through monitoring industrial and residential hotspots using security and CCTV. As an example, a CCTV campaign run from November

2016 to May 2017 resulted in prevention of 72 illegal dumping incidents which is the equivalent of 27.5 tonnes of waste being diverted from landfill.

Compliance management

Provided effective and timely compliance management and education to ensure that building and associated works comply with legal and safety standards and:

- Conducted a 'Get the Site Right' blitz of 76 industrial/commercial sites with an 81.6% compliance rate
- inspected building worksites and unapproved works on an ongoing basis in response to consents, permits and complaints by Council Rangers and Development Compliance Officers or in response to complaints from the community where situations are likely to affect health or safety or create nuisance. Issued orders to comply and fines where required.
- enforced fire safety regulations for commercial and medium to high density properties.

Safety of the built environment

Council provides effective and timely compliance management to ensure that building and associated works comply with legal and safety standards. Effective compliance is also supported by education and community awareness.

In 2016-2017, Council inspected building worksites on an ongoing basis in response to consents, permits and complaints by Council Rangers and Development Compliance Officers or in response to complaints from the community where situations are likely to affect health or safety or create nuisance.

Council generally responds to requests within ten working days or complaints of a more serious nature within 48 hours. Where necessary Orders to Comply and fines were issued.

Water management

Managed stormwater and its quality with major initiatives including:

- partnered with neighbouring Council's and the NSW Environment Protection Authority (EPA) to inspect compliance with soil and erosion controls at construction sites as part of the 'Get the Site Right' initiative of the Parramatta River Catchment Group to prevent pollutants entering the waterways.
- undertook monitoring of sites located in Cooks River and Parramatta River catchments.
- issued information through e-News on river monitoring project to increase public awareness of water quality in Strathfield, implemented a school education program teaching local high school students about river health. Students have learnt how to test for water quality and plan to undertake an excursion along Powell's Creek to highlight river issues. This education partnership fulfils school curriculum requirements by giving local examples and a benefit is making students aware of their local environment and to be more actively involved in local environmental projects and actions.
- commenced planning for stormwater upgrades in The Boulevard, South Street and Amaroo Avenue (Strathfield).

- updated and adopted the Powells Creek Flood Study to ensure that risks associated with flooding are identified and mitigated in the development planning stage.
- commenced building of a Water Sensitive Urban Design (WSUD) Rainwater Garden at Madeline Street (Strathfield South) to filter pollutants from the Strathfield South Industrial area from entering the Cooks River.
- operated street sweeping services which cleans gutters on a two week cycle or more frequently as required eg seasonal leaf drop periods, heavy leaf litter and emergency operations.

Natural Environment

Urbanisation and land clearing have significantly reduced Strathfield's natural bushland areas and the remaining bushland areas are fragmented thereby reducing the viability of habitat to support populations of native fauna (animals and birds). Council's natural resources programs are concentrated mainly in urban parks and reserves which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. In this term, Council:

- reviewed and updated Strathfield's Flora and Fauna Study to ascertain the state of biodiversity of the Strathfield Council area and developed programs for biodiversity management
- implemented bush regeneration programs to improve habitat at Coxs Creek Bushland Reserve, which contains the threatened ecological community of Cooks River/Castlereagh Ironbark Forest and Mason Park Wetlands, a remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water.
- continued ecological restoration work continued in Council's natural areas and wetlands which includes Coxs Creek Reserve (Greenacre), Mason Park Wetlands (Homebush), Yarrowee Wetland (Strathfield), Davidson Street Bushland area (Greenacre) and Maria Reserve (Belfield).
- delivered volunteer Bushcare programs and National Tree Day to enhance natural areas and parks, through bush regeneration, planting and enhancement of wildlife habitat which involved a total of 140 volunteers working 370 hours.
- operated Council's Nursery and propagated over 11,000 local native plant species such as Cooks River Castlereagh Ironbark Forest, Cumberland Woodland, Turpentine - Ironbark Forest and Saltmarsh vegetation communities. Plants were used for local restoration and revegetation projects in parks, roadways, natural areas, gardens and frog pond habitat.

Community Education

Delivered environmental education programs covering many topics including:

- held Treading Lightly workshops in Strathfield to promote sustainable living. These workshops included composting and worm farming, cooking with fresh garden vegies, indoor plants and healthy indoor homes and organic gardening pest and disease management were held, many located at the Strathfield Community Garden.
- organised community planting days at Yarrowee Wetlands, annual National Tree Day and Bushcare programs.
- delivered sustainability education and information at events such as Strathfield Spring Festival and organised workshops with local kindergartens and schools on topics as worm farming, composting, biodiversity, waste and recycling which promoted good environmental and sustainability practices.

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.

Achievements in 2016-2017 include:

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.

A total of 20 ordinary meetings were held from July 2016 to June 2017 and 4 Extraordinary Council Meetings were held from July 2015 to June 2016. The recorded meeting attendance was:

Councillor	Ordinary Meetings Attended	Extraordinary Meetings Attended
Councillor Daniel Bott	14	4
Councillor Raj Datta	19	4
Councillor Stephanie Kokkolis	17	3
Councillor Helen McLucas	10	3
Councillor Sang Ok	13	3
Councillor Andrew Soulos	20	4
Councillor Gulian Vaccari	17	2

The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public in the 2016-2017 year:

Committee	Delegate	Alternative Delegate
Cooks River Alliance	Cr Andrew Soulos	Cr Gulian Vaccari
Parramatta River Catchment Group	Cr Andrew Soulos	Cr Gulian Vaccari
Traffic Committee	Cr Gulian Vaccari	Cr Andrew Soulos
Audit Committee	Cr Stephanie Kokkolis	Cr Daniel Bott

The following Chair and Deputy Chairs were appointed to Council Advisory Committees, Taskforces and Steering Committees for the 2016-2017 year:

Committee	Chairperson	Deputy Chairperson
Youth Engagement Advisory Committee	Cr Stephanie Kokkolis	Cr Daniel Bott
Australian Korean Memorial Gardens Steering Committee	Cr Sang Ok	Cr Gulian Vaccari
Strathfield Town Centre Master Plan	Cr Sang Ok	Cr Gulian Vaccari

Community Engagement and Participation

Promoted regular and timely engagement and community participation in decision making through activities and provision of information including:

- encouraged participation by members of the public at Council meetings by holding open forum sessions and providing opportunities for members of the public to address Council on matters tabled to Council and Committee meetings.
- provided online public access to meeting agendas, business papers and minutes of Council meetings as well as plans, policies, strategies and information sheets concerning Council's activities.
- consulted with the community on the development and implementation of major planning proposals, strategies and plans including the annual Operational Plan and Budget.
- maintained advisory committees with community and/or agency representation including Traffic Committee, Youth Committee and Internal Audit Committee.
- reviewed public documents such as policies for compliance with legislation to ensure information is accurate and up-to-date. An annual review of Council's proactive publication program was undertaken to identify frequently requested information.
- continuously trained and provided information and support to Councillors to enable them to fulfill their roles and responsibilities.
- provided public accountability and transparency through maintaining declarations of pecuniary interests, publication of registers of voting on planning decisions and conflicts of interest on Council's website.
- implemented Code of Conduct for councillors and staff through regular training and complaint investigation.
- Council's Business Ethics Policy was reviewed and incorporated into Council's procurement processes through agreement of all prospective and current business partners.
- commenced legal action to defend Council's decisions on variety of issues including planning and heritage conservation matters and action against forced amalgamations.

Workforce Management

Council's Workforce Management Plan sets out the resources and actions to implement the Community Strategic Plan. Actions taken include:

- review of plans, policies and procedures
- introduction of flexible working arrangements for staff
- delivered corporate induction training for all new staff to ensure that staff understand their job requirements and performance expectations.
- delivered regular workshop and training courses for staff across different functional areas of Council.

Council is responsible for the provision of a safe working environment to its staff and community and reviewed Council's Work Health and Safety processes, monitored and investigated workplace accidents and injuries and implemented modifications to current practices to minimise risks in the workplace.

Customer Services

Consistent with Council's Customer Service Charter and service standards, Council provided multiple access points for customer services including in-person counter functions, call centre, and an after-hours 24/7 service.

- implemented an interactive telephone menu which automated the handling of common enquiries and transactions.
- extended the hours of customer services operation.
- improved availability of online services including an on-call household waste management system and online development application systems
- reviewed and monitored Council's complaints handling processes and monitored and implemented remedies concerning complaint data.

Review and improvement of the efficiency and effectiveness of its business practices

- completed a comprehensive audit of parks assets to ensure the replacement programs for parks facilities is up to date
- commenced an audit of all of Council's footpath and road assets to ensure that the upkeep is to the community standards and expectations
- continual review of policies and strategies
- ongoing risk management and review of business continuity strategies and disaster recovery plans for critical functions.
- Facilitated an Internal Audit Committee to provide independent oversight and monitoring of Council's audit processes, including internal control activities.
- reviewed Council's record keeping policies and guidelines to support record keeping best practice and enforced staff record training to comply with requirements of *State Records Act*.

ENVIRONMENT REPORTING

In accordance with s.428A of the *Local Government Act 1993 and Office of Local Government Guidelines*, Council is required to report on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan. Key environmental indicators affecting the Strathfield Council area from 2012-2017.

Environmental Pressures

Strathfield Local Government Area is undergoing significant transformation with the Parramatta Road revitalisation strategy and the development of the precinct plan around Homebush and Strathfield Station. These plans are providing additional residential housing within the area putting pressure on our existing services and facilities as well as additional traffic into residential streets.

The continual re-development outside of these corridors also places pressure on the Council to maintain its existing residential character and the areas important heritage items. Council has recently developed a number of Urban Design guides which have been incorporated into the DCP to ensure the Character of Strathfield is maintained.

Council will continue to work with the Department of Planning, the Greater Sydney Commission and the residents of Strathfield to ensure that all developments will enhance the area and provide adequate open space and recreational areas for the new residents into the area.

Air Quality

Air Quality is monitored by Office of Environment and Heritage (OEH) and is reported on a daily basis on their website. There are six main criteria pollutants used to indicate air quality: sulfur dioxide, ozone, nitrogen dioxide, carbon monoxide, particulates and visibility. Council has a limited sphere of influence over air quality in the local area. However, as managers of the local area, Council is aware of local air quality and works with other sectors of government, industry and the community to improve air quality such as Do it Right on Site to reduce dust from building sites.

According to Regional Air Quality Index, air quality in the Strathfield area in 2016-2017 was Very Good for 87 days (23.77%), Good for 218 days (59.56%), Fair for 44 days (12.02%), Poor for 11 days (3.01%) and Hazardous for 5 days (1.37%). The index indicates that air quality was very good, good or fair for 95.36% of the year.

Air quality measured 88% (good-very good) in 2012-2013 and 91% (good-very good) in 2016-2017, which indicates an improvement in air quality. However, there has been a decline in the days recorded as very good from 30% in 2012-2013 to 18% in 2016-2017, while the number of good days increased.

Biodiversity

Strathfield has pockets of ecological significance such as Mason Park Wetland that supports many species of international migratory birds. Ironbark/Turpentine forest remnants are also to be found in the Cox's Creek Reserve. Wherever possible, corridors of vegetation linking isolated pockets are to be maintained or established.

The protection of protected and threatened species including the Green and Golden Bell Frog (*Litoria aurea*), Tadgell's Bluebell (*Wahlenbergia multicaulis*) and Downy Wattle (*Acacia pubescens*) continue to be the focus of ecological restoration works through programs such as Bushcare.

Weeds and feral animals continue to threaten natural areas by competing with local species for space, light and food. Various invasive species such as foxes, feral cats and weeds, recognised under the *Threatened Species Conservation Act 1995* as key threatening processes are known to inhabit Strathfield. Action has been initiated to monitor and address feral populations threatening to the natural environment.

An updated Fauna Study was completed in 2017, which will inform and guide Council's biodiversity programs.

Indicator: Remnant native vegetation cover and condition of significant vegetation

There are four main areas of remnant native vegetation in Strathfield LGA. There has been an increase in native vegetation between the 2008 and 2017 studies.

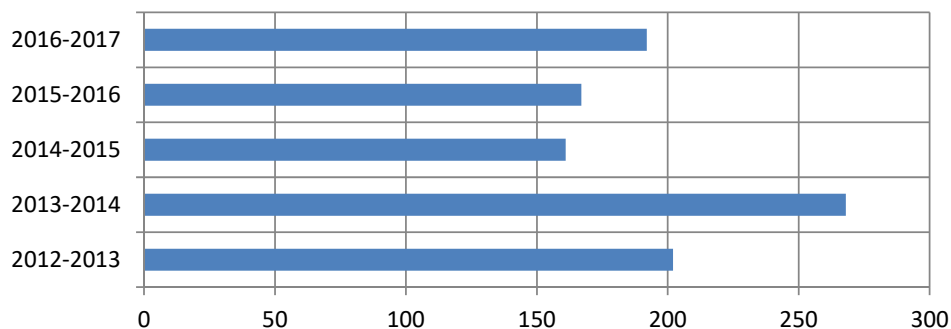
Type	Native Vegetation		Condition Rating	
	2008	2017	2008	2017
Mason Park Wetlands – Coastal saltmarsh	16	30	Fair	Fair
Cooks River/Castlereagh Ironbark Forest at Coxs Creek	12	24	Fair	Fair
Weeroona Road	26	41	Fair	Fair
Davidson Street	10	19	Fair	Fair

- Indicator: Species richness of community land classified as a natural area**
 Species richness has not altered between the 2008 and 2017 fauna and flora studies.
- Indicator: Presence/Absence of species listed on Threatened Species Conservation Act schedules for Strathfield**
 The following classifications were presented in both the 2008 and 2017 studies. Endangered populations of Green and Golden Bellfrog and Grey Headed Flying Fox; Vulnerable – Downy Wattle, Fenzi, Tadgells Bluebell and Narrow leafed Wilsonia; Endangered Ecological Community – Sydney Turpentine-Ironbark Forest, Cooks River/Castlereagh Forest and Coastal Saltmarsh. The Endangered population of Greater Sand Plover was recorded in 2008 but has not been spotted in the last 10 years or during the field operations in the 2017 Fauna study.

Building and Density

The trend shows increases in residential building approvals in Strathfield particularly since 2013. The majority of approvals are for medium to high density development.

Strathfield Council Development Applications 2012-2016



- **Indicator: Diversity of housing forms**
Census 2011 and Census 2016 report that there has been a decline in single unit dwellings (houses) and increase in units, townhouses and villas.
- **Indicator: Population density of Strathfield LGA**
Population density has increased from 26.90 per hectare in 2012 to 29.48 per hectare in 2017 based on ABS population estimates.

Heritage (including Aboriginal and Non-Aboriginal Heritage)

Council supports the protection of non-Aboriginal Heritage through land-use planning, incentives and professional advice. There are no known Aboriginal Heritage sites in the Strathfield Local Government Area. Heritage items and conservation areas of local heritage significance are listed in the Strathfield Local Environmental Plan, which is statutory planning instrument. There are a number of items on the State Heritage Register.

- **Indicator: Number of statutory protected heritage items in Strathfield LGA**
There are a total of 17 heritage conservation areas and 231 individual heritage items under local statutory protection in Strathfield LGA. With the gazettal of the Strathfield Local Environmental Plan in 2013, the number of conservation areas increased by 9 and items increased from 95 to 231.

Land

Public Land

Council manages public land in accordance with generic or site specific plans of management, legislative provisions and the integrated planning and reporting framework. The largest public land holdings are located in the open space networks along the Cooks River corridor in Strathfield and Strathfield South and Powells Creek Corridor, Homebush. Council has adopted plans of management for land classified as 'community' land including Neighbourhood Parks and Community Facilities Plans of Management. A draft Plan of Management for Community Lands was exhibited in mid-2016.

Noise

During the 2016-2017 year, Council received and investigated 132 air, water and noise pollution complaints. The majority of these were noise complaints. Reports of noise pollution are received from general residential, industrial or commercial sources. Of these, most complaints concern swimming pools & pumps, air conditioning and amplified music.

Significant spills

Spills of chemicals, oils, and fuels can have significant negative impacts on the surrounding environment, potentially affecting soil, water, air, biodiversity, and human health. A systematic approach to environmental management reduces risks (financial, remediation costs, loss of reputation) from non-compliance with regulations. There were no spills originating from Strathfield Council operations in 2016-2017.

Waste

Strathfield Council is experiencing significant increases in building activity and population, which in turn has increased the amount of waste generated in the Council area. Council offers diverse waste services which aims to divert waste from landfill through services such as clean-ups, recycling and green waste. In 2016-2017, domestic waste constituted 67% of total waste with 33% diverted from landfill.

- **Indicator: Total annual tonnes of material diverted from landfill (community)**
Total annual tonnes of material diverted from landfill measures recycling and greenwaste. In 2012-2013, 37% was diverted from landfill, but in 2016-2017, this declined to 33%. Recycled waste is more than one third of all waste from 2012-2017.
- **Indicator: Total tonnes and average tonnes per person/year of domestic waste to landfill**
Volume of waste going to landfill increased from 8513 tonnes (2014-2015) to 9170 tonnes (2016-2017).
- **Indicator: Volume of waste sent to landfill per person per year**
Volume of waste sent to landfill per person has slightly increased from 2014-2015 (212kg) to 2016-2017 (217kg). Council's domestic waste collection service includes weekly garbage and on-call Collections and fortnightly recycling and green waste collection.

Water

Strathfield Council is in partnerships with the Cooks River Alliance, Parramatta Catchment Group, Sydney Water and EPA to improve water quality. In 2017, one hundred and three water quality tests were carried out at eight sites on four rivers and creeks (Powell's Creek, Saleyard's Creek, Cook's River and Cox's Creek).

Water quality tests were carried out using Yeo-kal equipment and the results were compared with ANZECC Guidelines. Water quality parameters that the Yeo-kal equipment tested for were:

- Depth of Water Body Measured (mm)
- Water Temperature (°C)

- Conductivity (ms/cm)
- Conductivity (us/cm)
- Salinity (ppt)
- Dissolved Oxygen (DO) %
- Dissolved Oxygen (DO) mg/L
- pH
- Turbidity (NTU)

General overall averages of sampling results for conductivity, salinity and dissolved oxygen were within ANZECC Guidelines.

Strathfield Council is participating in the 'Get the Site Right' campaign which is an ongoing compliance campaign targeting erosion and sediment control on building sites. Sediment has been identified as one of the major factors in water quality. Actions from this campaign include a blitz and issuing of fines for non-compliance.

Strathfield Council has been awarded a Highly Commended for its work in sediment and erosion control. The award is part of the Excellence in the Environment Awards, organised by Local Government NSW, and recognises Council's contribution to the Get the Site Right campaign. Earlier this year, Strathfield Council partnered up with neighbouring Councils and the NSW Environment Protection Authority in a sediment and erosion control blitz at construction sites across the Parramatta River Catchment. The campaign saw Council's team execute 76 inspections as well as educating developers on the importance of sediment control.

Madeline Street

Nutrient levels and pollution sources are also being addressed by public education, investigation of pollution incidents and a construction of a rain garden at Madeline Street. Rain gardens reduce stormwater pollution by acting as a filter before the stormwater enters the river. The raingarden is designed to reduce the pollutant loads (total nitrogen, total phosphorus and suspended sediment) of stormwater that passes through the raingarden by 45%, 60% and 85% respectively according to the Botany Bay Water Quality Improvement Plan by Sydney Metropolitan Catchment Management Authority.

Powell's Creek

A major project undertaken by Sydney Water is to naturalise Powell's Creek. This involves increasing plantings of trees and shrubs to increase biodiversity as well as improve the river bank which will help improve water quality as well as making the waterway more attractive to the public.

Three hundred and forty students from the local High School had practical water quality testing lessons and a field excursion so that local water quality issues in the waterways are highlighted and increased awareness of local actions both good and bad have an impact on local waterways as well as linked to the school curriculum about the local environment.