



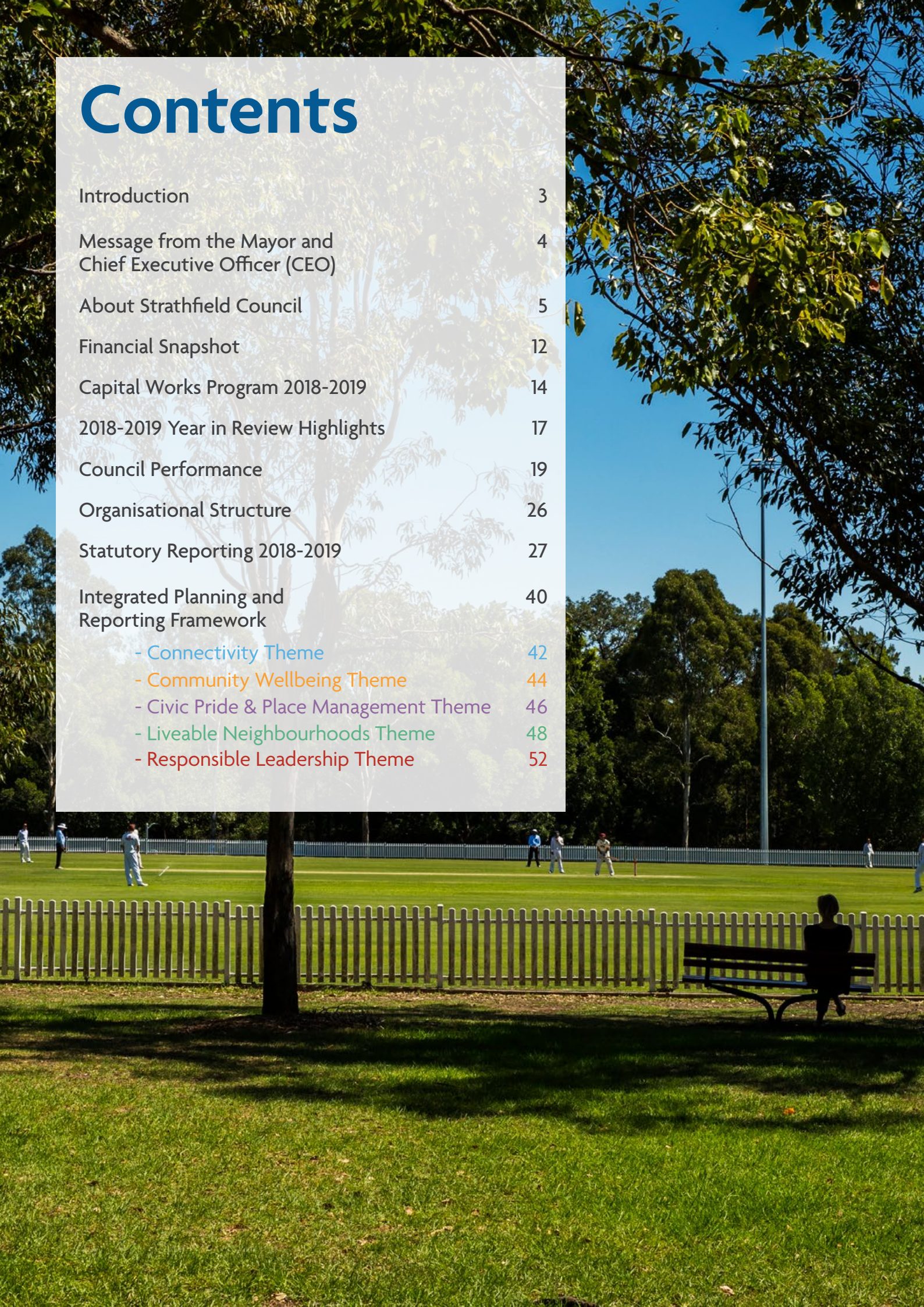
2018-2019 Annual Report


STRATHFIELD
COUNCIL

Strathfield Hudson District Park - Under Construction

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Introduction

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

Acknowledgement of Country

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

Community Vision

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

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

Council Values

Strathfield Council agreed upon values are:

TEAMWORK

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

INTEGRITY

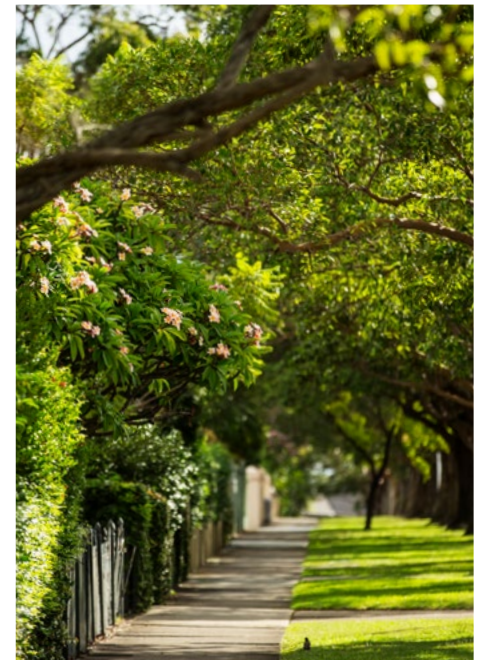
- I communicate in an open and genuine manner
- I do what I say
- I treat everyone equally, with fairness & respect

ACCOUNTABILITY

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

WELLBEING AND SAFETY

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



Message from the Mayor and Chief Executive Officer (CEO)

This Annual Report highlights Council's many achievements in 2018-2019 financial year and reports on progress in implementing the community vision for Strathfield as articulated in the Community Strategic Plan – Strathfield 2030. The Plan is based on a rigorous and widespread community engagement process and guides the Council's strategies for the next ten years and beyond. The plan sets out directions for Strathfield to address the changing community and urban environment.

The financial statements for 2018-2019 demonstrate that Council maintained and improved its financial performance by achieving a \$7.347 million surplus and exceeded all NSW Government measurements for financial sustainability.

Due to Council's strong financial performance, Council has embarked on an ambitious program of delivering new or renewed community infrastructure. Record expenditures on roads, footpaths, parks and community buildings have resulted in improved and expanded facilities for our community. This investment in community assets will ensure that Council will maintain its financial sustainability for current and future generations.

In 2018-2019, Council launched the Strathfield Connector Bus service to provide accessible transport across the Council area. Council decommissioned the Hudson Park Golf Course due to low patronage with the intention of redeveloping the land into a regional park providing active and passive recreation and open space for all members of the community.

On an annual basis, an independent survey of community perceptions of Council's performance is undertaken. Results from the 2019 survey indicate high levels of community satisfaction in Council's performance, especially in areas relating to delivery of services and infrastructure.

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



Cr Antoine Doeuhi
MAYOR



Henry Wong
CEO

About Strathfield Council

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

Strathfield Council includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. Strathfield Station, one of the largest and busiest railway stations in NSW, lies in the heart of the Local Government Area and services an average of 10,000 commuters per day. There are also rail stations at Homebush and Flemington.

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

Significant population growth occurred after WWI and with the addition of the former Homebush Council in 1947 and part of Enfield Council in 1949, the population stabilised around 27,000 to 29,000 until the 2000s, when population increased due to redevelopment of land for multi-unit dwellings particularly in town centres and transport hubs. The current residential population of Strathfield Council (as at June 2018) is estimated at 45,143.

Strathfield Council

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

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

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

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



Key Statistics

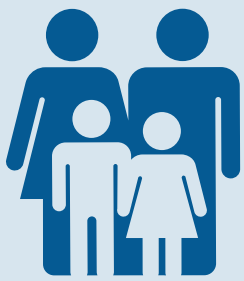
Population

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

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

Characteristics (Census 2016)

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



45,143

Estimated Residential population 2018



13.9km²

Land area of Strathfield LGA



56%

Residents born overseas



64%

people speak a language other than English

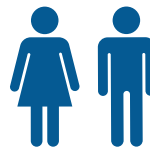


No. of Schools

18

No of universities

1



No of school students

9,785



Residents with University qualification

38%



No of local jobs (2018)

28,209



% professional workers

32%



No of parks and local spaces

40+



Hectares of open space

102ha

Hectares of open space per resident

32.49 persons per hectare



No. of sportsgrounds

19



Total km's of roads

97km



No. of streets

239



Total Number of Households

14,454



No of Library visitors

246,146



Incorporation of Strathfield Council

1885



Kerb and Guttering (length)

186km

Footpaths and Cycleways (length)

176km

Stormwater Pipes (length km)

65.49km

Stormwater Pits (number)

2,599 pits

Mayor and Councillors

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

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

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

Councillors – September 2017 to September 2020

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



Mayor and Deputy Mayor

The Mayor is elected by Councillors. Following amendments to the *Local Government Act 1993*, the Mayoral term is for a two year term. The Deputy Mayor is elected on an annual basis. The following councillors have been elected during the current council term:

Term of Office	Mayor	Deputy Mayor
2017-2018	Cr Gulian Vaccari	Cr Nella Hall
2018-2019	Cr Gulian Vaccari	Cr Matthew Blackmore
2019-2020	Cr Antoine Doueihi	Cr Matthew Blackmore



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



Calendar of Events

JULY 2018



Citizenship Ceremony

Thursday 26 July
Strathfield Town Hall

NOVEMBER 2018



Citizenship Ceremony

Thursday 8 November
Strathfield Town Hall



Movies in the Park

Ready Player One
Saturday 10 November
Strathfield Park



Movies in the Park

Black Panther
Saturday 24 November
Strathfield Park

SEPTEMBER 2018



Strathfield Spring Festival

Saturday 1 September
Strathfield Park



Citizenship Ceremony

Thursday 13 September
Strathfield Town Hall



Movies in the Park

Sherlock Gnomes
Saturday 29 September
Strathfield Park

DECEMBER 2018



Strathfield Christmas Carols

Saturday 8 December
Bressington Park

OCTOBER 2018



Remembrance Day

Friday 11 October
Strathfield Park



Strathfield Food & Jazz Festival

Saturday 27 October
Strathfield Square

JANUARY 2019



Movies in the Park

Coco
Saturday 19 January
Strathfield Park



Australia Day Citizenship Ceremony

Saturday 26 January
Strathfield Park

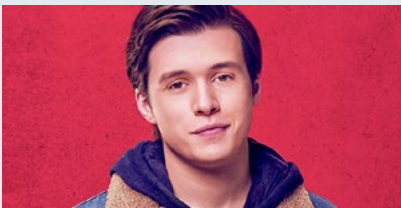
FEBRUARY 2019



Movies in the Park
Avengers: Infinity War
Saturday 2 February
Strathfield Park



Strathfield Sessions
Saturday 9 February
Strathfield Square



Movies in the Park
Love, Simon
Saturday 16 February
Strathfield Park



Strathfield Sessions
Saturday 23 February
Strathfield Square

JUNE 2019



Cooks River Fun Run
Sunday 23 June
Freshwater Park

MARCH 2019



Movies in the Park
Jurassic World: Fallen Kingdom
Saturday 2 March
Strathfield Park



International Women's Day
Friday 8 March
Strathfield Town Hall



Strathfield Sessions
Saturday 9 March
Strathfield Square



**Harmony Day
Citizenship Ceremony**
Sunday 24 March
Airey Park

APRIL 2019



Movies in the Park
Incredibles 2
Saturday 6 April
Strathfield Park



ANZAC DAY
Sunday 28 April
Davey Square Reserve

MAY 2019



Homebush Village Fair
Sunday 19 May
Rochester Street, Homebush



Citizenship Ceremony
Thursday 23 May
Strathfield Town Hall

Financial Snapshot 2018-2019

The Operating Result for the 2018-2019 year was a surplus of \$7.347M. This result reflects a sound financial performance, and supports long term financial sustainability of Council.

Key Features of the 2018-2019 Financial Statements



Income

Type	\$ '000's
Rates and Annual Charges	28,902
User charges and fees	4,435
Interest and investment income	1,428
Other revenues	3,954
Grants and contributions for operating purposes	3,151
Grants and contributions for capital purposes	6,754
Net gains from disposal of assets	0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,624

Expenses

Type	\$'000's
Employee benefits and on-costs	15,491
Borrowing costs	0
Materials and contracts	8,526
Depreciation and Amortisation	6,580
Other expenses	8,427
Net loss from disposal of assets	2,253
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$41,277

Type	2017 \$'000's	2018 \$'000's	2019 \$'000's
Total Income from Continuing Operations	43,329	50,844	48,624
Total Expenses from Continuing Operations	34,426	39,530	41,277
Operating Result from Continuing Operations	8,903	11,314	7,347

Net Operating Result for the year	\$8,903	\$11,314	\$7,347
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Net Operating Result before Grants & Contributions provided for Capital Purposes	1,432	950	593
Statement of Financial Position	\$'000's	\$'000's	\$'000's
Total Current Assets	61,771	56,165	47,429
Total Current Liabilities	(14,854)	(16,707)	(17,333)
Total Non Current Assets	300,477	361,838	378,586
Total Non Current Liabilities	(135)	(133)	(172)
Total Equity	\$347,259	\$401,163	\$408,510

Financial Status of Council

Criteria	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total asset value of Strathfield Council (less liabilities)	\$302M	\$322M	\$347M	\$401M	\$409M
Total Income	\$42.7M	\$ 40.7M	\$43.3M	\$50.84M	\$48.62M
Total Expenditure	\$32.4M	\$ 33.4M	\$34.4M	\$39.53M	\$41.28M
Net operating results from continuing operations	\$10.26 (surplus)	\$ 7.3M (surplus)	\$8.9M (surplus)	\$11.314M (surplus)	\$7.34M (surplus)
Borrowings	0%	0%	0%	0%	0%

Capital Works

Area	Expenditure (\$) '000 2018	Expenditure (\$) '000 2019
Roads/Bridges/Footpaths/Drainage	\$6,234	\$8,588
Recreational Assets (parks/sporting fields)	\$12,334	\$6,206
Buildings	\$2,044	\$5,719
Land Improvements	\$1,126	\$788
Other infrastructure plus works in progress	\$5,112	\$1,159
Operating Land	0	0
TOTAL EQUITY	\$23,768	\$22,460

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



\$5.719 million

Buildings



\$8.588 million

Roads/Bridges/Footpaths/Drainage



\$788,000

Land Improvements



\$6.206 million

Recreational Assets (Parks/Sporting Fields)



Total Equity

2018-2019

\$409 million

Capital Works Program 2018-2019

Council spent a total of \$22.46 million on infrastructure and land improvements in 2018-2019

The focus of the infrastructure expenditure was to:

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

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

Parks, Sportsfields and Buildings

Since 2016, Council has embarked on a program of upgrading and/or providing new sportsfields and recreation facilities to meet the needs of a growing and diverse population. In the 2018-2019 year, a total of \$11.9 million was allocated to recreational and building assets. Key projects undertaken include:

The upgrade of Bressington Park Homebush was completed in December 2018. Bressington Park is one of Strathfield Council's largest parks. The upgrade included 3 new sportsgrounds, practice wickets, carpark, playgrounds, off-leash area, landscaping, a new amenities building with toilets, change rooms and kiosk facilities.

The transformation of Hudson Park from a golf course into a regional park commenced in 2019. The first stage of works included significant tree planting, building of a new lake, multipurpose courts, fitness stations, playgrounds and development of open space for active and passive recreation. Stage 2 works are proposed in the future.

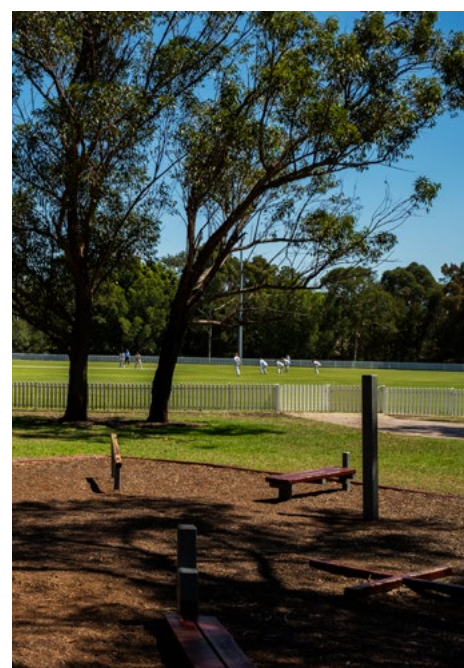
Works on the expansion of the M4/Westconnex roadway reached completion and resulted in reinstatement of Bill Boyce Reserve Homebush and a major upgrade of Ismay Reserve Homebush, adjacent to Powells Creek, by the Westconnex that included new pathways, BBQs, tree planting and a range of recreation facilities such as a futsal court, outdoors table tennis table and playgrounds. Council has requested Westconnex surplus land on Underwood Road and Ismay Avenue be dedicated as open space.

Works were completed at Bark Huts Reserve Belfield which included a new amenities building featuring toilets, change rooms and kiosk facilities, large children's playground, field realignments, practice wickets and a multi-purpose court. Cosgrove Reserve in Pemberton Street Strathfield was updated with new landscaping, pergola and seating.

Building of two new synthetic sportsfields were commenced at Strathfield Park, Strathfield and Cooke Park Belfield. Cooke Park has also been upgraded with new pathways and landscaping, new amenities building featuring toilets, change rooms, kiosk and a small meeting room.

The program of upgrading of all children's playgrounds continued in 2018-2019 with the completion of works at Bark Huts Reserve, Chain of Ponds Reserve, Ismay Reserve, Pilgrim Park and Bressington Park.

Works were undertaken in Council's Administrative buildings at Homebush Road to upgrade facilities. Work on the new Melville Reserve Community Hall continued with rescheduled completion in early 2020.



Roads, footpaths, drainage, kerbs & gutters

A total of \$8.5 million was allocated to programs to renew and improve infrastructure across all of the Council area. The works undertaken in 2018-2019:

Road Re-Sheeting Program

Location	Suburb	Works
Ada Ave - From South St to Myrna Rd	Strathfield	Road re-sheeting
Allen St - From Canal to Ismay Ave	Homebush	Road re-sheeting
Alviston St - From Vernon St to Homebush Rd	Strathfield	Road re-sheeting
Anselm St - From Mooney St to Bede St	Strathfield South	Road re-sheeting
Anselm St - From Bede St to McEnroe St	Strathfield South	Road re-sheeting
Birnam Grove -From Homebush Rd to Chalmers Rd	Strathfield	Road re-sheeting
Cross St - From High St to Gees Ave	Strathfield	Road re-sheeting
Cross St - From Gees Ave to Hume Hwy	Strathfield	Road re-sheeting
Excelsior Ave - From Water St to Chisholm St	Belfield	Road re-sheeting
Florence St - From Redmyre Rd to Elwin St	Strathfield	Road re-sheeting
Hornsey Rd - From The Crescent to Exeter Rd	Homebush West	Road re-sheeting
Howard St - From Shortland Ave to Karuah St	Strathfield	Road re-sheeting
Palmer Ave - From Augusta St to Verona St	Strathfield	Road re-sheeting
Parsons Ave - From Woodward Ave to Albyn Rd	Strathfield	Road re-sheeting
Powell St - From Parramatta Rd to Underwood Rd	Homebush	Road re-sheeting
South St - From Newton Rd to Ada Ave	Strathfield	Road re-sheeting
Strathlora St - From Wallis Ave to South St	Strathfield	Road re-sheeting
Victoria St - From Homebush Rd to Summit Pl	Strathfield	Road re-sheeting
Victoria St - From Summit Pl to Chalmers Rd	Strathfield	Road re-sheeting
Birriwa Ave	Belfield	Road re-sheeting

Drainage/Kerb and Gutter

Street(s)	Suburb	Works
Ada Avenue – From Wilson Street to Bareena Street	Strathfield	Kerb and gutter
Allen Street – From Ismay Avenue to Canal	Homebush	Kerb and gutter
Bareena Street – From Ada Avenue to Yarrowee Road	Strathfield	Kerb and gutter
Birnam Grove – From Chalmers Road to Homebush Road	Strathfield	Kerb and gutter
Duke Street – From Beresford Road to Albert Road	Strathfield	Kerb and gutter
Edward Street – From Bennet Avenue to Liverpool Road	Strathfield	Kerb and gutter
Hornsey Road – From Exeter Road to The Crescent	Homebush West	Kerb and gutter
Victory Avenue – From Elliott Street to Punchbowl Road	Belfield	Kerb and gutter
Woodward Avenue – From Homebush Road to The Boulevarde	Strathfield	Kerb and gutter
Amaroo Avenue – From Noble Avenue to High Street	Strathfield	Drainage program
Homebush Road – From Fairholm Street to Gelling Avenue	Strathfield	Drainage program

Footpath Works

Street(s)	Suburb	Works
Abbotsford Road – From Bridge Road to Homebush Road	Homebush	Footpath Program
Ada Avenue – From Melville Avenue to Boden Avenue	Strathfield	Footpath Program
Albert Road – From Dickson Street to Homebush Road	Strathfield	Footpath Program
Albyn Street – From Chalmers Road to Homebush Road	Strathfield	Footpath Program
Barker Road – From Marion Street to South Street	Strathfield	Footpath Program
Burlington Road – From Meredith Street to Homebush Road	Homebush	Footpath Program
Chalmers Road – From Augusta Street to Gelling Avenue	Strathfield	Footpath Program
Churchill Avenue – From Raw square to The Boulevard	Strathfield	Footpath Program
Coventry Road – From Dickson Street to Rochester Street	Strathfield	Footpath Program
Cotswold Road – From Hunter Street to Fairholm Street	Strathfield	Footpath Program
Crane Street - From Loftus Crescent to Parramatta Road	Homebush	Footpath Program
Exeter Road - From East Bourne Road to Henley Road	Homebush West	Footpath Program
Fraser Street – From Howard Street to Edgar Street	Strathfield	Footpath Program
Hedges Avenue – From Liverpool Road to Augusta Street	Strathfield	Footpath Program
Henley Road – From Exeter Road to Tavistock Road	Homebush West	Footpath Program
High Street – From Wallis Avenue to Liverpool Road	Strathfield	Footpath Program
Hunter Street – From Homebush Road to The boulevard	Strathfield	Footpath Program
Margaret Street – From Redmyre Road to The Boulevard	Strathfield	Footpath Program
Redmyre Road – From Margaret Street to The Boulevard	Strathfield	Footpath Program
St Annes Square – From Therry Street West to Therry Street West	Strathfield South	Footpath Program
Station Street – From Loftus Crescent to Parramatta Road	Homebush	Footpath Program
Tavistock Road – From East Bourne Road to Henley Road	Homebush West	Footpath Program
The Boulevard – From Mintaro Avenue to Carrington Avenue	Strathfield	Footpath Program
The Crescent – From Bridge road to Meredith Street	Homebush	Footpath Program
Cosgrove Road between Hume Highway and Punchbowl Road	Strathfield South	Footpath Program
1 Margaret Street	Strathfield	Footpath Program
Homebush Road between Hunter Street and Mintaro Avenue	Strathfield	Footpath Program
Hampstead Road between The Crescent and 22 Hampstead Road	Homebush West	Footpath Program
The Boulevard between Malvern Crescent and Alby Road	Strathfield	Footpath Program
5 Water Street	Strathfield South	Footpath Program
51 Barker Road	Strathfield	Footpath Program
Anselm Street from Bede Street to McEncroe Street	Strathfield South	Footpath Program
Albert Road between The Boulevard to Raw Square	Strathfield	Footpath Program
Parramatta Road between Plaza Road and Potts Street	Homebush West	Footpath Program
Albert Road between Raw Square and The Boulevard	Strathfield	Footpath Program

2018-2019 Highlights

Strathfield Connector Bus

In response to community concerns about unreliable transport connections, parking demand at rail stations and shops and traffic congestion within the Strathfield Council area, Council launched the Strathfield Connector Bus service in 2019. The service has two routes servicing north and south and runs seven days a week. This service not only connects residents to local shops, restaurants and businesses but encourages social interaction and provides access and mobility for those without reasonable access to transport. Since the launch of the first route in March 2019, over 20,000 passengers have used this service. The second route was launched in July 2019. An online tracker of the bus's location is accessible via Council's website.

Hudson Park transformation

Hudson Park is the largest park in the Strathfield Council area. Coupled with increasing population and community demand for open space and recreation facilities with declining Golf Course patronage, Council took the decision in 2019 to transform the golf course into a regional park. Stage 1 of the works commenced in early 2019. The project involves significant tree planting of mature trees to improve tree canopy, new recreation facilities such as 2 multi-purpose courts, fitness stations, a lake (with on-site retention basin), playgrounds and open space for active and passive recreation. The lake is designed to collect water from the site and from the wider catchment. While the lake will provide amenity to the park, it will also perform the valued process of treating pollutants and improve water health.

Upgrading parks, sportsfields and playgrounds

Over \$6 million was spent on new or upgraded parks and sportsgrounds throughout the Strathfield Council area, delivering new recreational facilities for residents of all ages and interests. 2018-2019 saw the completion of new or upgraded playgrounds at Bark Huts Reserve, Chain of Ponds Reserve, Ismay Reserve, Pilgrim Park and Bressington Park, upgrading of Cosgrove Reserve and a major upgrade of Ismay Reserve Homebush, adjacent to Powells Creek, by Westconnex to include new pathways, BBQs, tree planting and a range of recreation facilities such as a futsal court, outdoors table tennis table and playgrounds. Works were completed at Bark Huts Reserve Belfield which included a new amenities building featuring toilets, change rooms and kiosk facilities, a large children's playground, field realignments, practice wickets and a multi-purpose court. Building of two new synthetic sportsfields was commenced at Strathfield Park, Strathfield and Cooke Park Belfield. Cooke Park was also been upgraded with new pathways and landscaping, new amenities building featuring toilets, change rooms, kiosk and a small meeting room.

Greening Strathfield

Strathfield Council is well known for its historic and distinctive street trees. The street tree program commenced in the late 1880s and has produced around 12,000 trees of varying species and ages. Trees are critically important in reducing pollution, urban heat effects and improve the appearance of local streetscapes. In 2019, a review was undertaken to identify gaps in street tree planting which resulted in new plantings of 446 trees throughout the Council area. Significant numbers of new tree plantings were made in parks throughout the Strathfield Council area including 1400 new trees at Hudson Park.



Local Planning Strategic Plan

Over 2018-2019, Council prepared the new Local Strategic Planning Statement (LSPS), a 20 year land use planning strategy which defines Council's long term vision for land use and infrastructure provision and identifies the economic, social and environmental opportunities to deliver and influence a future aligned with our local community's aspirations. The LSPS is informed by the Community Strategic Plan and both plans are underpinned by community engagement. The LSPS will be adopted in 2020 and will become the primary resource to express the desired land use future for the Strathfield LGA and guide changes planned for the Strathfield Local Environmental Plan 2021 (LEP) and Development Control Plan (DCP) 2022 and beyond.

Strathfield CBD Smoking Ban

Strathfield Council is the first local government authority in Australia to make its CBD smoke free. Smoke Free Strathfield CBD is an initiative that was introduced in October 2018 as a Council resolution regarding concerns with smoking impact on public health, in an endeavour to make the CBD the best community space it could be. The smoking ban covers an area of approximately 40,000 square metres, and is bounded by Raw Square, Redmyre Rd, The Boulevard and Albert Road. This represents a significant leap forward in public health smoke free initiatives. The significant health benefits of Strathfield smoke free CBD are complimented by improved amenity in the area and contribution to the de-normalisation of smoking within the community.



Library initiatives

Since Strathfield Library at Rochester Street Homebush was opened in 2004, there have been over 3 million visitors. With increasing community demand for services and facilities, Council has developed plans to upgrade the library in late 2019 with more comfortable and engaging spaces that enhance learning and information sharing with new exhibition areas. In 2019, Council also implemented a new and innovative digital library locker service. This service enables patrons to order online, collect and return library materials at any time day or night in various locations in the Strathfield Council area.

Upgrading roads and footpaths

Access to quality local infrastructure is a key community priority in the Strathfield Council area and Council has responded with significant increases in infrastructure renewal and maintenance to reduce backlogs and deliver sustainable infrastructure across all areas in the Council area. In 2018-2019, A significant number of roads, footpaths, drainage, kerbs and gutters were renewed or upgraded in all areas of Strathfield Council totalling \$8.5 million was expended on renewal and/or upgrade.

Sustainable financial performance

The 2018-2019 financial year ended with Council being in a strong and sustainable financial position with a surplus of \$7.3 million. Council materially exceeded all the financial benchmarks in 2018-2019 with the NSW Audit Office confirming that Council met all its financial benchmarks.



Council Performance

The Strathfield Community Strategic Plan sets out performance measures that enable Council to monitor its progress in achieving community desired outcomes. Each measure relates to community issue statements that express the expectations of the Strathfield community expectations and align with Council's Quadruple Bottom Line (QBL) of civic leadership, economic, environmental and social. Council's commissions an annual performance survey, which is conducted by an independent research company by telephone (landline and mobile) using a demographically aligned sample of 1%. Results are reported from a total of 5 and reported against an established benchmark.



Civic Leadership

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

Benchmark baseline of 3.1/5 (2016). Source: Annual Survey

	2016	2017	2018	2019
Favourable rating	3.1	3	3.1	3.4
KPI>3.1/5 (2018)	-	x	√	√

Financial performance of Council against NSW Government benchmarks.

Source: Annual Financial Statements

Measure	Benchmark (NSW Govt)	2016-2017	2017-2018 (restated)	2018-2019	Met Benchmark
Net Debt as % of total revenue		0	0	0	😊
Operating performance ratio > 0%	> 0%	4.89	5.2	6.8	😊
Expenditure on asset maintenance (benchmark ratio > 1.00x)	1.00x	1.15	1.03	1.00	😊
Own source operating revenue (benchmark ratio > 60%)	>60%	73.4	71.8	79.3	😊
Unrestricted Current Ratio (benchmark ratio >1.50)	>1.50	3.62	3.58	3.24	😊
Infrastructure backlog (\$M) as a percentage of total infrastructure assets (benchmark ratio <2%)	<2%	1.49	1.18	0.25	😊
Outstanding rates and annual charges (benchmark <5%)	<5%	3.02	2.20	2.40	😊
Infrastructure Renewal Ratio (benchmark >=100%)	>=100%	127.85	373.1	320.8	😊

Residents with good to excellent rating of various services in the Strathfield Council area.

Benchmark baseline 2018. Source: Annual Survey/Financial Status of Council

	2018	2019	KPI > benchmark (2018)
Household waste and rubbish services	3.8	3.9	>
Library services	4.3	4.5	>
Services for children under school age	3.6	3.9	>
Services for people who do not speak English as their first language	3.3	3.2	<
Services for persons from different cultural backgrounds	3.9	3.8	<
Services for young people	3.2	3	<
Services for people with disabilities	3.1	3.2	>
Services for aged people	3.1	3.5	>
Services for children of primary school age	4	3.9	<
Services to support community groups	3.7	3.8	>
Services for women	3.1	3.1	Stable
Services to maintain and improve the natural environment	3.5	3.1	<

Residents with good to excellent rating of provision of Council and community information.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Council's e-News (weekly newsletter via email)	3.2	3.3	>
Council's letterbox pamphlets	3	2.7	<
Council's website as a source of Council and community information	3.5	3.5	Stable
Local Newspaper as a source of Council and community information	3.3	2.9	<
Get local council and community information from people they know	2.9	2.5	<
Social media such as Facebook and Twitter as a source of Council and community information	3	3.1	>
Ethnic Media as a source of Council and community information	2.7	2.2	<

Residents with good to excellent rating of Council's efforts to give the community a say on issues that affect them.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Council's efforts to give the community a say on issues that affect them	2.5	2.1	<
Council's efforts to keep the community informed	2.9	2.6	<

Residents with good to excellent rating of Council's customer service experience and inclusion in decision making.

Benchmark baseline 2019. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Customer service experience	n/a	4.6	-
Community inclusion in Council's decision making processes	n/a	3.8	-

Economic

Residents with good to excellent rating of accessibility of transport.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Overall connectedness of transport in Strathfield area	3.9	4.2	>
Rail services for the Strathfield Council area	3.8	4.3	>
The local roads inside the Strathfield Council area	3.2	4.2	>
Connections to major roads going outside of Strathfield	3.1	3.1	Stable
Bus services for the Strathfield Council area	3.3	3.4	>

Residents with good to excellent rating of quality of local infrastructure.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Quality and condition of Children's Playgrounds	4.3	4.4	>
Quality and condition of Library buildings	4.3	4.5	>
Quality and condition of Sportsgrounds	4	4.2	>
Quality and condition of Roads	3.1	3.1	Stable
Quality and condition of Kerbs and gutters and drainage	3	2.9	<
Quality and condition of Footpaths	2.5	2.5	Stable
Quality and condition of Cycleways	3.3	3.3	Stable
Quality and condition of Community Centres and Halls	3.3	3.4	>

Residents who consider Strathfield's Town Centres to be engaging places.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Quality and condition of Children's Playgrounds	4.3	4.4	>

Environment

Residents with good to excellent rating of maintenance of local infrastructure.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Maintenance and cleaning of open spaces and parks	3.8	3.8	Stable
Maintenance and cleanliness of town centres	3.4	3.5	>
Cleaning of roads, footpaths and cycleways within Strathfield Council area	3.3	3.4	>
Maintenance, appearance and cleanliness of residential areas and streets	3.3	3.5	>
Bus services for the Strathfield Council area	3.3	3.4	>

Residents with good to excellent rating of urban design, development and heritage.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Protection of well-established heritage buildings and areas	3.3	2.8	<
Quality of recent and new development	2.2	2.2	Stable
Location and density of recent and new development	1.7	1.7	Stable
Appearance of Strathfield's parks and open spaces	4	4.9	>
Appearance and style of Strathfield's residential streets	3.4	3.7	>
Appearance and style of Strathfield's town centres	3.1	3	<

Residents with good to excellent rating of access and quality of parks and reserves. Benchmark baseline 2018.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Access to parks and reserves	4.2	4.3	>
Size of the parks and reserves you can access	4.1	4.4	>
Facilities available in the parks and reserves, like seating and children's play areas	3.7	4.1	>

Residents with good to excellent rating of community cohesion and acceptance of diversity. Benchmark baseline 2018.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Acceptance of community diversity in Strathfield Council area	3.9	3.8	<
Council's support for a multicultural, integrated and cohesive community	3.5	3.4	<

Residents with good to excellent rating of community safety.

Benchmark baseline 2018. Source: Annual Survey

	2018	2019	KPI > benchmark (2018)
Feeling safe when using public transport	3.3	4.3	>
Feeling safe where you live	3.6	3.7	>
Feeling safe in their street	3.5	3.5	Stable
Control of vandalism and graffiti in the Strathfield area	3.3	3.2	<

% Waste diversion from landfill.

Benchmark 33% (2016). Source: Strathfield Council waste statistics.

Waste	2016-2017	2017-2018	2018-2019
Total waste materials diverted from landfill (tonnes)	4984	4745	4590
% diversion from landfill	33%	31%	35%
Benchmark >33% (2016)	-	X	✓

Quality of air and water in Strathfield LGA.

Source: NSW Department Planning, Industry & Environment (Air quality) and water testing (Strathfield Council).

Air Quality Index – Strathfield LGA		
Year	% Very Good-Good days per year	KPI> benchmark (2016)
2018-2019	84%	>
2017-2018	78%	<
2016-2017	83%	-

The most recent water testing conducted by Council was held in 2017-2018 where 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). General overall averages of sampling results for conductivity, salinity and dissolved oxygen were within ANZECC Guidelines. Sampling results below ANZECC guidelines were depth of water body measured (mm), water temperature (°C), pH and turbidity (NTU).



Overall Performance Statistics

Engaging with Community

Activity	2016-2017	2017-2018	2018-2019
Communications			
Visits to Council website	782,005	757,639	765,068
Facebook page likes	3,914	4,809	5,655
Twitter followers	778	448	505
Instagram	-	-	318
Customer Service			
Calls to Council's Customer Service Centre	45,481	19,530	22,913
Visits to Council's Customer Service Centre	13,245	12,306	10,595
Libraries			
Visits to Libraries	267,866	262,750	246,146
Loans of library materials	219,408	234,489	230,958
Wifi sessions at Libraries	124,599	106,389	86,925
Computer sessions at Libraries	26,886	32,302	29,241
Total library membership	18,365	18,413	18,611
% of library members - Strathfield resident	85.9%	73.80%	70.4%
Home Library visits	154	161	180
Civic activities			
Citizenship (no of persons conferred)	545	305	406
Access to Information			



Requests for information (Informal GIPA)	331	289	346
Requests to speak at Council meetings	95	46	8

Planning and Environment

Activity	2016-2017	2017-2018	2018-2019
Development			
Development Applications determined	190	152	173
Value of Development Applications	\$476,806,607	\$212,902,288	\$187,444,643.33
Section 96 Applications determined	81	84	51
Categories of development (\$ value)			
Residential – alterations and additions	\$3,556,570	\$3,462,900	\$15,576,336
Residential – new dwellings	\$38,433,481	\$31,588,260	\$54,670,991.86
Residential – multi-unit	\$69,253,474	\$45,846,801	\$984,529
Residential – other	\$27,502,201	\$28,684,330	\$36,648,518.17
Mixed use	\$108,024,508	\$50,738,254	\$49,177,963
Commercial/Retail/Office	\$2,215,000	\$23,353,443	\$7,579,449
Community Facilities	\$1,675,000	-	\$18,733,282
Industrial development	\$58,998,699	\$10,222,477	\$7,515,561.30
Other	\$49,850,827	\$26,949,778	\$43,202,344

Waste

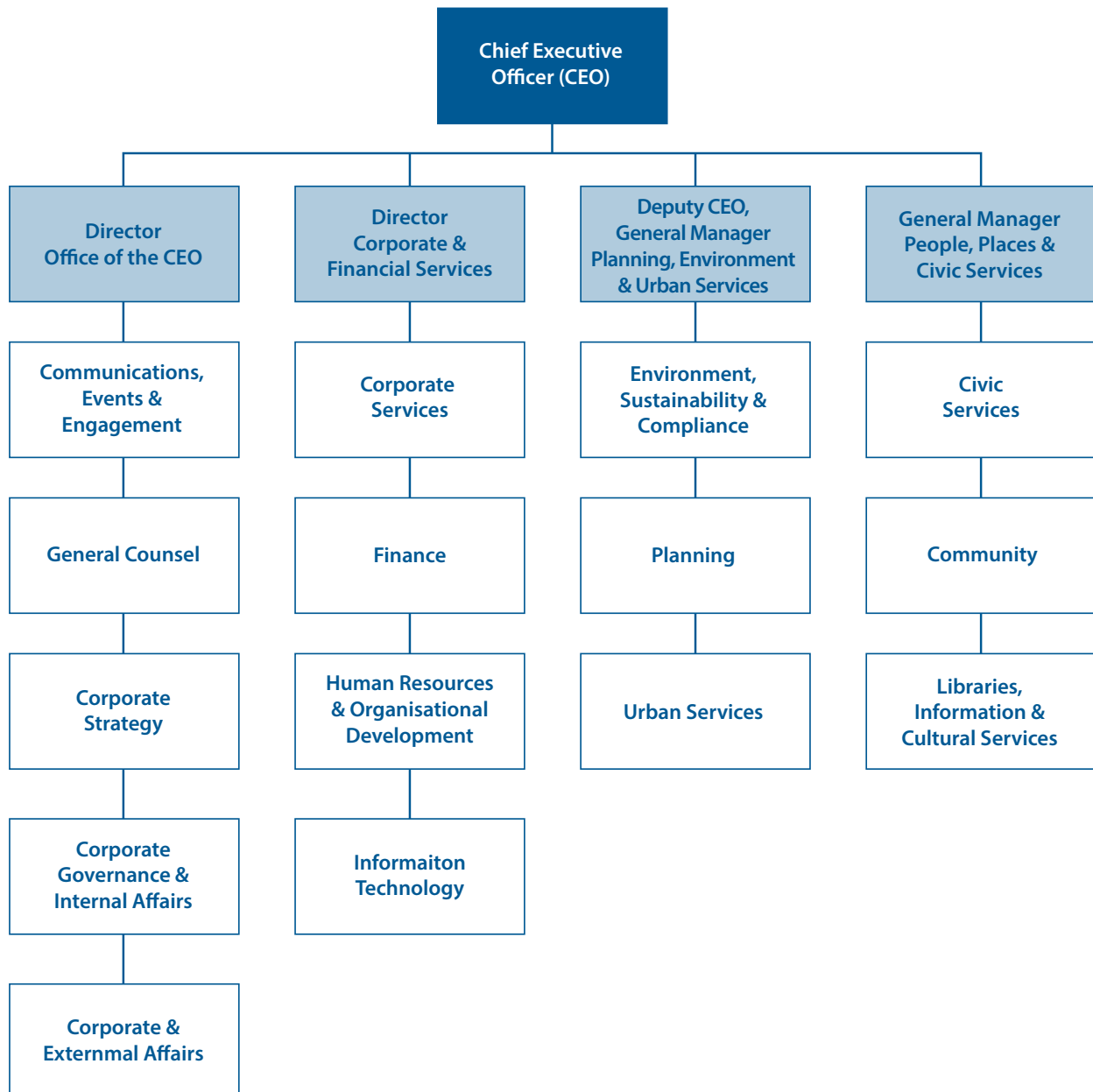
Activity	2016-2017	2017-2018	2018-2019
Total waste materials diverted from landfill (tonnes)	4984	4745	4590
% diversion from landfill	33%	31%	35%
Total waste sent to landfill kg/per person	217kg	211kg	238 kg
Average recycling kg/per person	338kg	335kg	102kg
Waste bins – no of collections/per year	464,766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

Organisational Structure

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

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

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



Statutory Reporting 2018-2019

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

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

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

The *Government Information (Public Access) Act 2009* Annual Report for 2017-2018 was lodged by 31 October 2017 with the Information and Privacy Commissioner. The reviewed Agency Information Guide was lodged on 31 July 2017.

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

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	TOTAL
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	1	0	0	0	0	2	0	1	4
Not for profit organisations or community groups	1	0	0	0	0	0	0	1	1
Members of the public (application by legal representative)	1	0	0	0	0	0	0	1	2
Members of the public (other)	2	0	0	0	0	1	0	0	3
TOTAL	5	0	0	0	0	3	0	2	10

Table B: Number of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	TOTAL
Personal Information application	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	5	0	0	0	0	3	0	2	10
Access application that are partly personal information application and partly other.	0	0	0	0	0	0	0	0	0
TOTAL	5	0	0	0	0	3	0	2	10

Table C: Invalid applications

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	3
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	3
Invalid applications that subsequently became valid applications	0
TOTAL	6

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

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

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

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

Table F: Timeliness of processing applications

Timeliness	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	8
Decided after 35 days (by agreement with applicant)	2
Not decided within timeframe (deemed refusal)	0
TOTAL	10

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

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

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

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

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

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

Code of Conduct Breaches

There were two (2) code of conduct complaints made about Councillor/s under the Code of Conduct in 2018-2019. One complaint was referred to a conduct reviewer and finalised at the preliminary assessment stage. The other complaint was referred to the Office of Local Government.

Community Access Plan

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

Council has prepared its' Annual Report to the Human Rights and Equal Opportunities Commission for 2018-19. Council undertook community consultation in preparation of the draft Community Access Plan. Council prepared and published Mobility Maps for Strathfield Town Centre and Homebush West Town Centre in 2018-19.

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 2018-2019.

Contracts

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

Contracts awarded during the reporting period of 1 July 2018 to 30 June 2019 for \$150,000 and over:

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
Office of State Revenue	Council Contribution SES	29.06.18	Not Applicable	\$167,941.25
AYM Steel Fabrication Pty Ltd	Steel Materials for Construction	26.07.18	Not Applicable	\$236,500.00
AAPT Limited	Internet & Telephony Services	27.09.18	12 Months	\$180,604.60
Fulton Hogan Industries Pty Ltd	Bitumen, Emulsion, Asphalt Materials	18.10.18	Not Applicable	\$174,047.82
NSW Bus Sales Pty Ltd - Adtrans Hino PL	New Buses – Plant Purchase	21.12.18	Not Applicable	\$473,994.40
Lamond Contracting	Supply Landscape & Construction Materials	21.12.18	Not Applicable	\$224,856.50
Lamond Contracting	Supply Landscape & Construction Materials	14.01.19	Not Applicable	\$221,529.00
D & M Excavations & Asphaltting	Bitumen, Emulsion and Asphalt Materials	15.01.19	Not Applicable	\$288,189.28
Office of State Revenue	Council Contribution SES	23.01.19	Not Applicable	\$169,076.90
Canterbury Toyota	New Bus – Plant Purchase	24.01.19	Not Applicable	\$228,880.00
PND Civil Group Pty Ltd	General Construction	12.03.19	Not Applicable	\$161,581.90
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	13.03.19	Not Applicable	\$162,800.00
Bucher Municipal Pty Ltd	Specialised Trucks & Bodies	14.03.19	Not Applicable	\$257,549.46
Office of State Revenue	Council Contribution SES	19.03.19	Not Applicable	\$169,076.90
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	20.03.19	Not Applicable	\$256,355.00
PND Civil Group Pty Ltd	General Construction	28.03.19	Not Applicable	\$329,088.17
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	28.03.19	Not Applicable	\$304,260.00
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	28.03.19	Not Applicable	\$229,927.50
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	28.03.19	Not Applicable	\$331,182.50
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	02.04.19	Not Applicable	\$381,282.00
Lamond Contracting	Supply Landscape & Construction Materials	04.04.19	Not Applicable	\$313,412.00
WCX M4 PT Pty Ltd	Council Contribution to Westconnex Legacy Project	04.04.19	Not Applicable	\$1,250,000.00
Solid Ground Landscaping PL	Tree Planting	08.04.19	Not Applicable	\$190,824.00
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	15.04.19	Not Applicable	\$347,050.00
Mansour Paving (Aust) Pty Ltd	Henley Road Paving	16.04.19	Not Applicable	\$450,956.00
ASM Building Group	General Construction	17.04.19	Not Applicable	\$190,000.00

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
Avant Construction Pty Ltd	General Construction	17.04.19	Not Applicable	\$175,460.00
Avant Construction Pty Ltd	General Construction	03.05.19	Not Applicable	\$370,920.00
Planet Civil Pty Ltd	Bitumen, Emulsion, Asphalt Materials	14.05.19	Not Applicable	\$167,887.50
Lamond Contracting	Supply Landscape & Construction Materials/General Construction	15.05.19	Not Applicable	\$481,788.00
Asplundh Tree Expert (Aust) PL	Tree Planting	11.06.19	Not Applicable	\$173,901.88
Power by Watts	General Construction Electrical Works	11.06.19	Not Applicable	\$177,729.07
Avant Construction Pty Ltd	General Construction	21.06.19	Not Applicable	\$396,880.00
Tuff Turf Co PL	Synthetic Field	21.06.19	Not Applicable	\$801,972.51
Polytan Asia Pacific Pty Ltd	Synthetic Field	26.07.18	Not Applicable	\$461,367.50
Civica Pty Ltd (T01/2018)	Supply Corporate Enterprise Software	31 July 2018	5 years	\$787,081 incl. GST
Project Management (LGP115) – iPlatinum Project Managing CES Roll-Out	Project Management for CES project	01 August 2018	1 year	\$237,600 incl. GST
Legal Services Panel	Panel of Firms that provide Legal Services	September 2018	2 Years and 2 Year option to renew	Over \$150,000 annually
Ausgrid Pty Ltd	Residential Road Street Light LED Replacement Program		12 Months	\$430,973.00 exclusive of GST
All Sweeper Hire Pty Ltd	Street Sweeping Services for Strathfield LGA	30 September 2018	3 years option of 2 years	\$895,318.57 inclusive of GST
Veolia Environmental Services (Australia) Pty Ltd	Provision of Domestic Waste Services	29 November 2018	Five (5) years and option to extend of two (2) years	\$133.30 per tonne increasing with CPI annually
Veolia Environmental Services (Australia) Pty Ltd	Provision of Green Waste Services	26 October 2018	Five (5) years and option to extend of two (2) years	\$123.23 per tonne increasing with CPI annually
Mansour Paving (Aust) Pty Ltd	Supply & Lay Paving at Henley Road and The Crescent Homebush West	11 April 2019	Conclusion of the project including the defects liability period of twelve (12) months after practical completion	\$450,956.00 inclusive of GST
Supply & Plant Advanced trees in Strathfield LGA	Supply and plant trees in the Strathfield LGA	01 June 2019	Duration of the works to be completed, in addition to the establishment period of 18 months beginning at the completion of planting	\$173,901.88 inclusive of GST
Polytan Asia Pacific Pty Ltd	Synthetic Sports Surface at Cooke Park Belfield	30 April 2019	Duration of construction followed by 12 month maintenance period	\$437,453.94 inclusive of GST
Tuff Turf N Co Pty Ltd	Supply & install a Synthetic Sports Surface at Strathfield Park No 1 Field	30 April 2019	Duration of construction followed by 12 month maintenance period	\$729,065.92 inclusive of GST
Civil Works Panel	Panel of contractors for the provision of civil works services as required by Council from time to time.	17 April 2019	one (1) year with an option to extend the contract for a further 1 year contract term	Over \$150,000 annually

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
Plant & Equipment Hire Panel	Panel of contractors for the provision of plant and equipment hire services as required by Council from time to time.	6 June 2019	one (1) year with an option to extend the contract for a further 1 year contract term	Over \$150,000 annually
Trade Services Panel	Panel of contractors for the provision of trade services as required by Council from time to time such as electrical, plumbing, tiling, carpentry etc	10 May 2019	one (1) year with an option to extend the contract for a further 1 year contract term	Over \$150,000 annually
Supply Landscape & Construction Material Panel	Panel of contractors for the provision of Landscape & construction materials as required by Council from time to time	03 April 2019	one (1) year with an option to extend the contract for a further 1 year contract term	Over \$150,000 annually
Sheeth Pty Ltd	Design and Construct Strathfield Library Interior Upgrade	7 August 2019	Duration of construction followed by 12 month maintenance period	\$1,699,756.51 inclusive of GST

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 2018-2019.

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

A total of \$181,680.00 was paid in fees to elected members. This is made up of:

Mayoral Allowance (excluding Councillor fees)	\$43,150.00
Councillors Fees	\$138,530.00
Total fees for all councillors	\$181,680.00

The following costs were incurred during 2018-2019 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	\$2,440.62
Telephone calls (including landline and mobile calls)	cl.217(1)(a1)(ii) LG Regulation	\$3,308.76
Councillors Conference and Seminar Expenses	cl.217(1)(a1)(iii) LG Regulation	\$16,690.00
Mayoral vehicle and accessories*	Councillor Expenses and Facilities Policy	\$0
Councillor Training and Skill Development	cl.217(1)(a1)(iv) LG Regulation	\$1,507.00
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 National General Assembly of Local Government 2019 Canberra, ACT	\$9,437.29
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	\$386.47
Spouse or partner expenses	cl.217(1)(a1)(vii) LG Regulation	\$0
Childcare expenses	cl.217(1)(a1)(viii) LG Regulation	\$0
Other Expenses and Provision of Facilities - Printer /photocopier, business cards	cl.217(1)(a1) LG Regulation	\$3,034.00

Councillor Induction training and Professional Development

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

Neither the Mayor or Councillors completed any induction training course, induction refresher course or supplementary induction course during 2018-2019

Professional development programs were attended by:

Name	Name of program
Councillors Vaccari (Mayor); Blackmore, Doueihy, Duggan, Hall, Kokkolis, Pensabene.	Councillor Workshop training on new Code of Conduct and Draft Model Code of Meeting Practice.
Cr Vaccari (Mayor)	Elected Members Update on Legal Responsibilities
Cr Vaccari (Mayor)	Elected Members Update Developing Capabilities
Cr Blackmore	Social Media & Media Skills Workshop
Cr Vaccari (Mayor), Cr Kokkolis, Cr Blackmore	Local Strategic Planning Short Course for Councillors
Cr Vaccari (Mayor), Cr Kokkolis	NSW Planning seminar
Cr Blackmore	Small Business Friendly Councils Inaugural Conference
Councillors Vaccari (Mayor); Doueihy; Duggan; Hall; Kokkolis; Pensabene	LG NSW Annual Conference

A total of 46 seminars, circulars and other activities were delivered as part of the ongoing professional development program in accordance with this Part during the year. This included eight professional development programs as outlined above and provision of 38 Local Government Circulars to all councillors.

Councillor Interstate Visits

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

Councillors Blackmore, Doueihy and Hall attended the National General Assembly of Local Government in Canberra in 2019. The cost of registration and accommodation was \$9,437.29.

Overseas Visits

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

27-29 May 2019 official visit to Gapyeong City, Council's Sister City in Korea by Councillors Doueihy and Vaccari was self-funded.

27-29 May 2019 official visit to Gapyeong City, Council's Sister City in Korea by two Council Staff at cost of \$3815.

Companion Animals Act and Regulation Activities

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

Pound Data Returns

Council seize activity	Cats	Dogs	Total
Seized	1	0	1
Returned to owner	0	23	23
Transferred to Council's facility	1	36	37
Animals in and arriving at Council's facility			
Animals in Council's facility	1	36	37
From seizures	0	0	0
Dumped/lost/roaming	1	35	36
Surrendered by owners	0	1	1
Animals leaving Council's facility			
Released to owners	0	23	23
Euthanised – illness/temperament	1	6	7
Euthanised – dangerous	0	0	0
Sold	0	6	6
Released to an organisation to re-home	0	0	0
Died at Council facility	1	7	8
Stolen from Council facility	0	0	0
Escaped from Council facility	0	0	0

Data Relating to Dog Attacks

Status	Incidents entered	Attacking dogs	Victims (human and animal)
Commenced	0	0	0
Finalised	2	2	2 (animal)
Under investigation	0	0	0
Total	2	2	2
Stolen from Council facility	0	0	0
Escaped from Council facility	0	0	0

Data Relating to Dangerous/Restricted/Nuisance Animals

Status	Cats	Dogs	Total
Dangerous	0	0	0
Menacing	0	0	0
Restricted	0	0	0
Nuisance	0	1	1
Stolen from Council facility	0	0	0
Escaped from Council facility	0	0	0

Funding for managing and controlling companion animals

All pound data returns and data concerning dog attacks were lodged with the Office of Local Government in accordance with the Guidelines on the Exercise of Function under the *Companion Animals Act*. A total of \$29,948.14 was expended on Council's companion animal management programs and activities.

Strategies for alternatives to euthanasia for unclaimed animals

Strathfield Council's pound is funded by Council and operated through the Enfield Veterinary Hospital, which supports a rehoming strategy for stray and lost animals as an alternative to euthanasia. A total of 6 dogs were rehomed. The cost of supporting this rehoming strategy is included in the pounding fees expenditure. In 2018-2019, 36 dogs and 1 cats were pounded by Council and the majority were returned to their owners.

Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There was 2 reported dog attacks in 2018-2019.

Community Education programs

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

Off-Leash areas

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

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

(Local Government Regulation Clause 217(1a7))

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

- Parramatta River Catchment Group (PRCG) – Strathfield Council is a member of the PRCG, 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.
- Cooks River Alliance – Strathfield Council is a member of the multi-Council Cooks River Alliance to address the analytical, policy, planning and management challenges of the Cooks River.

Equal Employment Opportunity and Diversity 2018-2019

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

Council's Equal Employment Opportunity Management Plan (Local Government Act s344) forms part of Councils' Workforce Management Plan. Applying the principles of EEO and diversity is sound business practice which adds value to decision making and performance outcomes. EEO training is part of Council's Core Corporate module and is mandatory for all staff and in Corporate Induction for all new starters. Council took action to address the large imbalance between women and men especially in the 'outdoor' staff, through more targeted recruitment and selection of women in underrepresented areas consistent with an exemption from the NSW Anti-Discrimination Board. Ensured Councils EEO Management Plan was complied with and updated to suit mandatory requirements as exemplified by a focus on being sure that all staff involved in the recruitment and selection process understood and had the necessary skills to apply EEO principles and practices so that the person with the most merit was appointed to vacant positions.

External Bodies Exercising Council Functions

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

Council did not delegate functions to any external bodies in 2018-2019.

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 \$39,419 which comprised of:

Name of program	Amount (\$)
Community Grants	\$13,619
Community Events Grants	\$25,800
TOTAL	\$39,419

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
House to Grow	\$1,500
Life Education NSW	\$1,470
Marie Bashir Public School P & C	\$1,500
NSW Multicultural Seniors	\$1,177
NSW SES Strathfield	\$1,500
Participate Australia Limited	\$1,200
St Merkorious Charity Association	\$ 750
Strathfield Homebush District Historical Society	\$ 800
Strathfield Toastmasters	\$ 500
Strathfield West Senior Citizens Club	\$1,500
The Shepherd Centre	\$1,200
The Australian Medical Aid Foundation	\$522
TOTAL	\$13,619

Community Events Grants

Community Events Grants Recipients	Grant Amount Awarded
Muslim Women's Association	\$5,500
Catherine Sullivan Centre	\$3,000
NSW SES Strathfield Unit	\$4,000
St Anne's Catholic Primary School P & C	\$4,800
Hindu Council of Australia	\$5,500
Greater Sydney Cultural and Business Association	\$3,000
TOTAL	\$25,800

Financial Statements

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

Council is required to report to the community on its financial performance and position for the year, in accordance with the *Local Government Act 1993*. Council's financial statements were presented to the Council meeting of 1 October 2019 which resolved to send the statements to be audited by the Audit Office of New South Wales. The finalised and audited statements were lodged with the Office of Local Government prior to the lodgement date of 31 October 2019. Council's audited financial statements are published with this Annual Report and are available on Council's website.

Legal Proceedings

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

From 1 July 2018 to 30 June 2019, Council incurred legal costs in relation to legal proceedings as follows:

Actions against Council

Matter	Costs incurred during this period (\$)	Costs Received (\$)	Outcome
C&C Investment Trading v SMC – 51-55 Homebush Rd	\$17,916.98	-	Settled
Gihad Bechara v SMC - 59 Newton Rd Strathfield	\$10,350	-	Settled
Liquid Design Pty Ltd v SMC - 32 Courallie Ave	\$14,497.86	-	Settled
Anthony James v Strathfield Council - 88 Homebush Rd	\$10,311.95	-	Settled
SMC v Matthews & Singh 26 Dean Street	\$41,339.6	-	Appeal Dismissed (In Council's Favour)
Liquid Design Pty Ltd v SMC - 18 Marlborough Rd, H/bush West	\$9,369.64	-	Ongoing
Benkei Pty Ltd v SMC - 5 The Crescent, Strathfield	\$24,407.78	-	Discontinued
Varga Pty Ltd v SMC - 494-496 Liverpool Rd	\$33,310.47	-	Settled
Verani 1888 v SMC - 24 Homebush Rd, Strathfield	\$45,350.5	-	Ongoing
Sandhub v SMC-6-8 Dunlop St, Strathfield	\$5,400	-	Ongoing
Beresford Childcare v SMC - 108 Beresford Rd, Strathfield	\$8,270.29	-	Ongoing
Merlino Property Investments v SMC - 14 Dunlop St, Strathfield Sth	\$4,852	-	Ongoing
GM Architects v SMC - 55-57 Abbotsford Rd, Homebush	\$0	-	Ongoing

Actions commenced by Council

Matter	Costs Incurred (\$)	Costs Received (\$)	Outcome
Food Act Prosecution-Tigers Syd Mkt Club	\$4,163	\$2,840	Penalty Issued
Food Act Prosecution-Saigon Bowl	\$2,796	\$4,500	Penalty Issued
SMC v Aussie Skips Pty Ltd	\$579,392.18	-	Ongoing

Council carries out enforcement including legal action where required. During 2018-2019, there were a total of 30 Local Court matters involving Council where the offender elected to have the matter heard in Court. There were 14 proceedings in the Land & Environment Court and 1 proceeding in the Court of Appeal where an Applicant appealed/commenced proceedings against Council but subsequently the Applicant withdrew the Appeal Application prior to commencement.

Planning Agreements Compliance and Effects

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

The following planning agreements were in force in the year 2017-2018. Note: Status executed refers to planning agreements that Council has entered into and remained in force at some time in 2017-2018. Status finalised refers to executed agreements where the obligation/agreement ended some time in 2017-2018.

Address: 6–20 Parramatta Road, Homebush

Suburb: Homebush

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

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

Date Executed: 30 March 2015

Status: Executed

Address: 208-214 Parramatta Road & 2 Smallwood Avenue

Suburb: Homebush

Other Party to VPA: Arenite Investments Pty Ltd

Description of Works: Land dedication of 658m² and a minimum width of 10m. The land is to be dedicated as a public road.

Date Executed: 27 April 2018

Status: Executed

Address: 40-42 Loftus Crescent, Homebush

Suburb: Homebush

Other Party to VPA: Sperare Pty Ltd

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

Date Executed: 14 June 2018

Status: Executed

Address: 37-39 Loftus Crescent, Homebush

Suburb: Homebush

Other Party to VPA: Dasreef Developments Pty Ltd

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

Date Executed: 20 August 2018

Status: Executed

Privacy and Personal Information Protection Act Report

(Privacy and Personal Information Protection Act 1998)

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

The Act provides for the protection of personal information and the protection of the privacy of individuals. In accordance with the requirements of the Act, Council adopted a Privacy Management Plan which was last revised 3 July 2017. 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 1 privacy applications or requests for review lodged during 2018-2019.

The number of Internal Review Applications lodged during 2018-2019	1
The number of Internal Review Applications finalised during 2018-2019	1
The number of matters proceeded to the NSW Civil and Administrative Tribunal	1

Public Interest Disclosures

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

(S.31 Public Interest Disclosure Act 1994

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

The reporting period under the Regulation is July 2018 to June 2019.

Requirement	Number
Number of public officials who made Public Interest Disclosures	1
Number of Public Interest Disclosures received	1
Of the Public Interest Disclosures received, the number primarily concerned:	
<ul style="list-style-type: none">• Corrupt conduct• Maladministration• Serious and substantial waste• Government information contravention• Local government pecuniary interest contravention	1
Number of Public Interest Disclosures finalised	1

In accordance with the *Public Interest Disclosure Act 1994*, Council has adopted a Public Disclosures and Internal Reporting Policy and this was revised in September 2017. Minor amendments to this Policy were made in November 2018.

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

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

Rates and Charges Abandonment

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

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

- Pensioner rebates totalling \$264 were written off during 2018-2019.
- Rates and annual charges totalling \$64 were abandoned during 2018-19.

Senior Staff Remuneration

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

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

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

The remuneration packages for Senior staff for the financial year ending 30 June 2018 comprise of value of salary components, any bonus, performance or other payments that do not form part of salary components, amounts payable of employer contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor, value of any non-cash benefits and fringe benefits tax for any such non-cash benefits.

In accordance with cl.217(b)(i-v) of the *Local Government (General) Regulation 2005*, the total remuneration package for the CEO was \$374,449. In accordance with cl.217(c)(i-v) of the *Local Government (General) Regulation 2005*, the total remuneration package for all other senior staff positions was \$519,833.

Swimming Pools Act 1992

(Swimming Pools Act 1992 and Swimming Pool Regulation 2018)

Requirement	Number
Number of inspections of tourist or visitor accommodation	0
Number of inspections of premises on which there more than 2 dwellings	2
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the <i>Swimming Pool Act 1992</i>	12
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the <i>Swimming Pool Regulation 2018</i>	3

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 2018-2019 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 2018-2019 totalled \$294,000 with the amount of \$1,150,000 carried over from the previous period as works were deferred from previous years). A total of \$1,029,000 was expended on capital works, repair and maintenance. The primary works completed included Amaroo Avenue – from Noble Avenue to High Street and Homebush Road – from Fairholm Street to Gelling Avenue. \$700,000 will be allocated to stormwater infrastructure works in 2019-2020.

Work on Private Land

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

Council did not carry out work on private land in 2018-2019.

Integrated Planning and Reporting Framework

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

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

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

Delivery Program, Operational Plan and Resourcing Strategy

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

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



Measuring and Reporting

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

End of Term Report

The End of Term Report for the Council term 2017-2020 will be published in mid-2020, prior to the Council election in September 2020.

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 2018-2019. These plans were developed to support the themes set out in the Community Strategic Plan (CSP) 'Strathfield 2030'.

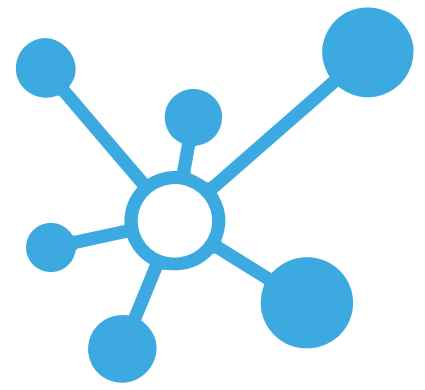
The five themes are:

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

Six-monthly Delivery Program progress reports were made to Council for the period July to December 2018 and January to June 2019, which detail progress against actions in the Operational Plan 2018-2019.

This Annual Report highlights achievements under the Community Strategic Plan themes in 2018-2019.

Connectivity Theme



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

GOAL

1

Growth sustained by well-planned and accessible infrastructure

Strategies

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

GOAL

2

Connected and integrated transport networks

Strategies

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

GOAL

3

Transformed and connected information and services

Strategies

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

Achievements

- Established new Strathfield Connector Bus service with over 20,000 users
- Launched online location tracking of Strathfield Connector buses and free on-board Wifi service
- New Residential Parking Scheme (RPS) areas at Greenacre
- Commenced transformation of Hudson Park into a regional park
- Opened upgraded sports and recreational facilities at Bressington Park
- Installed new playgrounds at Pilgrim Park, Chain of Ponds Reserve, Ismay Reserve, Bressington Park and Bark Huts Reserve
- Installed new fitness equipment at Ismay Reserve and Bressington Park
- Constructed new sportsfields at Strathfield Park, Strathfield and Cooke Park, Belfield
- Allocated \$8.5 million for upgrades and repairs to roads, drainage and footpath infrastructure across the Council area
- 27,126 persons registered for free Council Wi-Fi in Town Centres, Community Centre and Connector Bus

Highlights 2018-2019

Growth Sustained by Well-planned and Accessible Infrastructure

To meet the needs of a growing and increasingly diverse population, Council has focused on upgrading or providing new community infrastructure, which was identified as a key community priority in the Community Strategic Plan. Since 2016, over \$20 million has been spent on new or upgraded parks and sportsgrounds throughout the Strathfield Council area. In this financial year, new or upgraded playgrounds were completed at Bark Huts Reserve, Chain of Ponds Reserve, Ismay Reserve, Pilgrim Park and Bressington Park. New and upgraded parks and recreation facilities were upgraded at Ismay Reserve Homebush and Cosgrove Reserve Strathfield. Works commenced at three of Council's largest parks: Bark Huts Reserve, Cooke and Strathfield Parks to upgrade sports facilities, buildings and playgrounds.

Connected and Integrated Transport Networks

Council spent over \$8.5 million on renewal and upgrades of roads, footpath and drainage infrastructure across the Strathfield Council area. Repairs and renewal work was prioritised based on the condition of asset assessments. Council's strong spending on infrastructure over the last three years has resulted in a significant decrease in Council infrastructure backlog resulting in Council meeting the State Government financial benchmarks.

In response to community concerns about unreliable access to transport connections, parking demand at rail stations and shops and traffic congestion within the Strathfield Council area, Council launched the Strathfield Connector Bus service in 2019. The service has two routes servicing north and south and runs seven days a week. This service not only connects residents to local shops, restaurants and businesses but encourages social interaction and access to mobility for those without reasonable access to transport. Since its launch, over 20,000 passengers have used the service. Council launched the first northern route in March 2019 and the southern route in July 2019.

Council has established Residential Parking Schemes (RPS) to allow residents access to on-street parking near their homes in high parking demand areas. In 2019, an additional area was approved in Wentworth Street, Greenacre (RPS10), in response to parking demand conflicts between residential and commercial areas. Parking patrols in high volume traffic areas such as town centres, schools and Residential Parking Scheme areas were monitored for compliance with regulations. Complaints such as those concerning illegal parking were investigated and actioned.

Transformed and Connected Information and Services

A key goal of the Community Strategic Plan was to improve and broaden the avenues and opportunities for connecting and engaging with information and services across multiple platforms. Council provides live internet broadcasting of Council meetings, which enables all members of the public to watch Council proceedings from their homes or remote locations. Improvements in technology provided new and improved services to the public including an online booking system for Council facilities, booking systems for on-call waste services and online tracking of location of Strathfield Connector buses and free on-board Wifi services. Public access WiFi is available at Strathfield's Town Centres. The WiFi at Strathfield Community Centre was added in 2019. Technology enabled expanded use of CCTV at key 'hot spots' and town centres to monitor community safety. The implementation in 2018-2019 of the new corporate management and library management systems build organisation capacity and will enable and support expansion of future digital and online services.

To meet a diverse range of communication and information needs, Council utilises a range of digital and print communication methods to inform the community on issues, events, programs, exhibitions, major projects and initiatives. Council's digital newspaper, E-News, is published weekly and includes information on major projects, events, proposed plans, development and works, community news and historical features. Information is published on Council's website with updates regularly issued on social media. In 2018-2019, there were 765,068 visitors to Council's website in 2018-2019 and an increase of over 900 Facebook 'likes' since the previous year. An Instagram account was added to the suite of social media. Regular Council columns were published in local papers and a print quarterly newsletter is issued on request.

Activity	2016-2017	2017-2018	2018-2019
No of Visits to Council website	782,005	757,639	765,068
No of Facebook page likes	3,914	4,809	5,655
No of Twitter followers	778	448	505
No of Instagram posts	-	-	318
Public Wifi access (no of users)	-	14,731	27,126

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

Access to Information	2016-2017	2017-2018	2018-2019
Requests for information (Informal GIPA)	331	289	346



Community Wellbeing Theme



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

GOAL

1

Socially cohesive and connected communities

Strategies

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

GOAL

2

Healthy and active communities

Strategies

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

GOAL

3

Safe and accessible places

Strategies

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

Achievements

- Preparation of the new Community Access Plan
- Delivered range of education and health programs for seniors
- Produced mobility maps for Strathfield and Homebush West Town Centres
- Celebrated Youth Week programs
- Delivered Go4Fun programs for children and their families
- Worked with local Police to address community safety issues
- Monitored CCTV at key 'hot spots' and town centres to support community safety
- Provided day and night ranger patrols of Strathfield Council area

Highlights 2018-2019

Healthy and Active Communities

Strathfield Council encouraged all members of our community, irrespective of age, to boost both their physical and mental wellbeing, through providing new and upgraded sportsfields, outdoor gyms and walking tracks as well as programs and events aimed at increasing physical activities such as the Cooks River Fun Run and Go4Fun, a program for families with children aged seven to 13 years of age who are above a healthy weight range. Exercise programs supported by Council included Gentle Exercise, Walking Groups, Line Dancing and Bootcamp programs. Council added a new off-leash area at Bressington Park in 2019.

To meet the needs of a growing community and particularly children and families living in units, Council continued its programs of upgrades and/or replacement of playgrounds in local parks during 2018-2019. Playground upgrades were completed in Bark Huts Reserve, Chain of Ponds Reserve, Ismay Reserve, Pilgrim Park and Bressington Park.

Socially Cohesive and Connected Communities

Strathfield Council operates community programs and events which involve the participation of volunteers. A review of Council's volunteering program was undertaken and new programs developed. Volunteers provided support for events such as the Cooks River Fun Run, community environmental programs such as National Tree Day, Clean Up Australia Day and Bushcare and community programs such as Chatterbox and English Speaking Programs.

The Strathfield Council area has significant cultural diversity with 56% of residents born overseas and 64% speaking a language other than English at home. Recent community surveys indicate that the Strathfield community have high levels of acceptance of community diversity and support for a multicultural, integrated and cohesive community.

Council provided assistance to support the learning and improvement of resident's English skills, through programs such as Conversation Cafe and Chatterbox. Programs were offered including preparation for employment and civics for newly arrived immigrant women. Health programs were delivered targeted at issues in the Nepalese and Vietnamese communities.

The Strathfield Youth Engagement Advisory Committee oversaw Youth Week events, whilst programs were provided engaging young people, such as intergenerational learning involving students from Strathfield South High School as tutors for the Technology Tutor program for Seniors. Council provided school holiday programs, Children's Week activities and a Primary School Reading Buddies program.

Programs and activities for older residents support independent active and socially connected living. Council celebrated NSW Seniors Festival in April 2019, with a range of cultural and recreation activities and events including excursions, concerts and health and wellbeing events. Council auspiced a centre-based day care

program for the frail elderly at Strathfield Community Centre which is funded by Commonwealth CSP funding. Council promoted healthy, active ageing programs with Gentle Exercise classes, Line Dancing, Twilight Tours, and health education with the Stepping On Falls Prevention Programs with Concord Hospital's, Aged Chronic Care and Rehabilitation Service.

Computer for Seniors and Technology Tutor Programs provided opportunities for older residents to gain or update their digital skills. The Home Library service continued to deliver library materials to housebound residents. Inclusion in programs for people with disability and their carers was encouraged through participation in the International Day for People with Disability and Carers Week. Council continued implementation of its Community Access Plan, while preparing and consulting in the new Access Plan. Mobility Maps were prepared for Strathfield Town Centre and Homebush West Town Centres.

Safe and Accessible Places

According to the Bureau of Crime Statistics and Research, the trend in crime statistics indicate that most crime rates in Strathfield are stable or in fact decreasing over the two year period to June 2019, however there has been an increase in domestic violence and trespass during this same period.

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

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



Civic Pride and Place Management Theme



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

GOAL

Engaging and activated public places

1

Strategies

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

GOAL

Creative and cultural community

2

Strategies

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

Achievements

- Works were commenced on the upgrade of Homebush West Town Centre
- 80% of local food businesses received 'Scores on Doors' certificates indicating high standards of food safety
- Council recognised community achievements with the awarding of Local Citizen, Young Citizen and Environmental Citizen of the Year Award
- Australian citizenship conferred on 406 residents
- Council launched evening live music "Strathfield Sessions" in the Strathfield Town Centre during summer
- Planning for the upgrade of the Strathfield Library commenced
- New digital library locker system introduced
- Strathfield Library hosted two popular State Library travelling exhibitions on Satire in the Time of War 1 and Portraits of Crime attracting over 30,000 visits

Highlights 2018-2019

Engaging and activated public places

A key community priority in the Community Strategic Plan is providing engaging and activate public places. Town Centres are important places for the community to connect and interact providing retailing, entertainment and transport. Council is focused on improving the quality of public places in the Strathfield Council area. Works commenced in early 2019 to upgrade the Homebush West shopping centre, which included improvement to the appearance of Henley Road, new paving, planter beds, street trees, bins and benches. Henley Road was converted to one-way with ample 45 degree parking on the eastern side to improve traffic flow and parking. Plans for upgrading the Homebush Town Centre have commenced.

The appearance and cleanliness of Strathfield's town centres is important to the community. Council maintained town centres to a high level of cleanliness with daily cleaning and waste removal. Council undertakes intensive steam cleaning of footpaths and paved areas twice a year. All streets in the Strathfield LGA are regularly swept by street cleaners to improve cleanliness but to improve the quality of waterways by managing stormwater pollution from street gutters. Council conducts regular inspections of drainage and clearing of pits after heavy rainfalls and storms, and identifies hot spots for reporting and repairing of major blockages.

Since the launch of the Return and Earn at Strathfield Town Centre until June 2019, over 7.5 million containers made from glass, plastic, aluminum, steel and liquid cardboard (cartons) have been collected, which reduces containers from general litter. The program has reduced eligible CDS recyclable waste from 0.49 kg per household per week of Strathfield LGA's household bins in 2017 to 0.17 kg per

household per week by 2019, resulting in a 65.3% reduction on waste weight. Council participates in Responsible Café program that promotes use of reusable cups to reduce plastic and litter from disposable cups. A total of 15 cafes are now participating in Strathfield and Homebush West by offering discounts for customers using re-useable take away coffee cups.

Strathfield Council conducted 219 food shop inspections to ensure the highest possible food hygiene and handling standards for local consumers. ‘Scores on Doors’ certificates were provided to all high & medium risk food businesses at the conclusion of routine inspections. There were 119 certificates issued to businesses at 3 or more stars, which exceeded the target of 80% compliance set by Council for 2018-2019.

Creative and Cultural Community

Council’s library and information service is a key provider of cultural learning programs and activities. The Strathfield Library at Rochester Street Homebush was opened in 2004 and has had over 3 million visitors since its opening. To ensure that library and information service meets the needs to a growing and diverse community, plans have been developed to upgrade the library building in 2019-2020. The planned upgrade will ensure that the Library can provide the community with a more comfortable and engaging space, that enhances learning and information sharing and includes an exhibition square, multi-purpose space, children’s area, internal study stadium, computer lab and open meeting quarters.

Council implemented a new Library Management System which included an upgraded online catalogue with improved user functionality. Council closed the High Street Community Library in 2019 due to declining patron usage. However, to provide an ongoing library delivery service, Council installed innovative library lockers at High Street enabling patrons to order online, collect and return library materials at any time day or night. Additional lockers will be installed at other venues in the Council area.

Over 240,000 visits were made to the Library in 2018-2019 with over 230,000 loans of library materials. The Library Service hosted a diverse range of activities including author talks, children’s events, technology classes, JP services and held exhibitions for ANZAC Day, Commonwealth Games, Programs run by the Library service include school holiday programs, children’s programs including Toddler Time, Baby Bounce and Storytime, author talks, book clubs, home library service delivered to housebound community members, seniors computer classes, Tech Savvy Seniors Computer Class in Cantonese and Mandarin and reading clubs.

Activity	2016-2017	2017-2018	2018-2019
Libraries			
No of visits to Libraries (Main & High St)	267,866	262,750	246,146
Number of loans of library materials	219,408	234,489	230,958
Number of wifi sessions at libraries	124,599	106,389	86,925
Computer sessions held at libraries	26,886	32,302	29,241
Total numbers of library members	18,365	18,413	18,611
% of library members - Strathfield resident	85.9%	73.80%	70.4%
Home Library visits	154	161	180

Building Community and Social Cohesion

Strathfield LGA is a place of high levels of migrant settlement. During 2018-2019, Council held seven citizenship ceremonies, including Australia Day, and welcomed 406 new citizens into our community. The grantees came from many different countries reflecting the diversity of our community. Commemorating the centenary of the end of World War 1 in 1918, Council hosted Anzac Day ceremonies in April 2019 with the Cumberland RSL (formerly Homebush Sub-Branch) at Davey Square Memorial.

Each year, Strathfield Council provides recognition to unsung heroes and community volunteers in our midst as part of the Local Citizen of the Year Awards presentation held on Australia Day on 26 January. In 2019 Council presented three awards including the newly created Environmental Citizen of the Year. Anthony D’Agruma was awarded Local Citizen of the Year for his contribution to the Strathfield Football Club. Mr D’Agruma provides tireless support to the 400 local players each week and supports every aspect of the club’s activities. Sunil Jassal was awarded Young Citizen of the Year not only for his efforts for charity and leadership in the broader community, but also for his care and support of members of the local community. Sunil has raised significant funds for Cancer Council NSW, Animals Australia, the Malala Foundation and Father Chris Riley’s Youth Off the Street.

Keith Hughes was awarded Environmental Citizen of the Year. Mr Hughes is very much a hands-on community worker and for over 10 years, Keith has been a core member of the Maria Reserve Bushcare group, works more broadly in other Bushcare groups and contributes greatly to National Tree Day events.

Community Events and Celebrations

Council’s events programs are designed to support and provide opportunities for involvement by all age groups and interests reflecting the diversity of the Strathfield community. There were 23 major events as well as a range of smaller events and activities held during 2018-2019. The Strathfield Spring Festival in September 2018 was Council’s largest event attracting over 16,000 people. Council also held new events including Strathfield Sessions at Strathfield Square, featuring live music events over summer and the Homebush Village Fair at Homebush Town Centre in May 2019 and attracted over 3000 people. The Homebush Village Fair provided children’s entertainment with games, story time, a stage show by Gaston Soufflé, live music, jumping castle, face painting and cycling activation.

The annual Carols by Candlelight changed venue to Bressington Park in December 2018 as the evening event to launch of the newly redesigned parkland. Civic events included Australia Day (January 2019) and Anzac Day (April 2019). Environmental focused events included National Tree Day (July 2018), Clean Up Australia, Cooks River Family Fun Ride (January 2019) and Cooks River Fun Run (June 2019). Popular events including Strathfield Food and Jazz Festival (October 2018), Movies in the Park program (September 2018-April 2019) and the HSC Art Show (November-December 2018).

Christmas in Strathfield was celebrated by Festive decoration in town centres over the Christmas/New Year period. Christmas Trees were installed in the Strathfield and Homebush Town Centres and the Council Chambers on Redmyre Roads. High visibility streets were also adorned with lights and decorations.

Liveable Neighbourhoods Theme



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

GOAL

1

Quality, liveable and sustainable urban design and development

Strategies

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

GOAL

2

Clean, attractive and well maintained neighbourhoods

Strategies

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

GOAL

3

Thriving and resilient environment

Strategies

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

Achievements

- Preparation and consultation on the Local Strategic Planning Statement and Community Participation Plan
- Adoption of amendments to the Development Contribution Plan 2010-2030
- Determination of 173 development applications
- Council prohibited smoking in the Strathfield Town Centre
- Street tree planning program activated with over 400 new plantings
- Community consultation and preparation of the Strathfield Biodiversity and Conservation Strategy

Highlights 2017-2018

Quality, Liveable and Sustainable Urban Design and Development

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

The Strathfield Local Government Area (LGA) is part of the Greater Sydney region and its Eastern City District. The region is set to grow over the next twenty years which includes the Strathfield LGA. Following changes to legislation in March 2018, all Councils are required to prepare a Local Strategic Planning Statement (LSPS), a 20 year land use planning strategy which defines Council's long term vision for land use and infrastructure provision and identifies the economic, social and environmental opportunities to deliver and influence a future aligned with our local community's aspirations. The LSPS is the primary resource to express the desired land

use future for the Strathfield LGA and guide changes planned for the Strathfield Local Environmental Plan 2021 (LEP) and Development Control Plan (DCP) 2022 and beyond. The LSPS is informed by the Community Strategic Plan 'Strathfield 2030', which like the LSPS is underpinned by extensive community engagement processes. The draft LSPS is based on four interconnected themes of Infrastructure and Collaboration, Liveability, Productivity and Sustainability and includes a draft vision, planning priorities and actions. The draft LSPS is expected to be adopted by March 2020 following public exhibition.

Activity	2016-2017	2017-2018	2018-2019
Development			
Development Applications determined	190	152	173
Value of Development Applications	\$476,806,607	\$212,902,288	\$187,444,643.33
Section 96 Applications determined	81	84	51
Categories of development (\$ value)			
Residential – alterations and additions	\$3,556,570	\$3,462,900	\$15,576,336
Residential – new dwellings	\$38,433,481	\$31,588,260	\$54,670,991.86
Residential – multi-unit	\$69,253,474	\$45,846,801	\$984,529
Residential – other	\$27,502,201	\$28,684,330	\$36,648,518.17
Mixed use	\$108,024,508	\$50,738,254	\$49,177,963
Commercial/Retail/Office	\$2,215,000	\$23,353,443	\$7,579,449
Community Facilities	\$1,675,000	-	\$18,733,282
Industrial development	\$58,998,699	\$10,222,477	\$7,515,561.30
Other	\$49,850,827	\$26,949,778	\$43,202,344

In the 2018-2019 period, 173 Development Applications were received with an estimated value of \$187,444,643.33. This was an increase from the previous year of 152 development applications with estimate value of \$212,902,288. The type of applications lodged changed from previous years, likely reflecting the general downturn of development in the Sydney region. There was a significant increase in new dwellings and alterations and additions to residential properties, with decreases in industrial development and commercial/retail/office.

Clean, Attractive and Well Maintained Neighbourhoods

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

Council provided weekly garbage, fortnightly recycling and green waste collection to residential households in the Strathfield Council area. This involved an annual collection of an estimated 472,524 domestic waste bins, 202,202 recycling bins, and 104,000 green waste bins. Council also provides a waste and recycling service to multi-unit dwellings.

A total of 9631.3 tonnes of domestic waste was collected from Strathfield households, an increase from 9229.38 tonnes in 2017-2018. Green waste collections also increased from 1885.4 tonnes in 2017-2018 to 2220.4 tonnes in 2018-2019, however there was a decline in the number of bins collected. There was a slight decrease in recycling collections from 2287.1 tonnes in 2017-2018 to 2176.74 tonnes in 2018-2019 and a decline in the number of bins collected. The decline may be in response to the increase of recyclable materials deposited at the Return and Earn vending machine which collected 7.5 million items to June 2019.

35% of total waste was diverted from landfill in 2018-2019, an improvement compared to 31% in 2017-2018. While single residential dwellings had a diversion rate of 45%, multi-unit dwellings registered a diversion rate of only 13%. To improve the diversion rates, Council undertook a residential bin audit in 2019, ran a number of educative programs in nine different languages and adopted a Waste Contamination Charge from 1 July 2019 to be imposed for repeated cases of waste contamination after issue of warnings.

Council upgraded its on-call waste collection service website at <https://cleanup.strathfield.nsw.gov.au>. In 2018-2019, Council provided 8996 collections from this service and collected 1096.4 tonnes of waste. There was an increase of 1196 collections from the Centenary Park area in Homebush West. Council Quarterly cardboard at the Council Depot was introduced in 2019.

There was a total of 1861 instances of illegal dumping totalling 150 tonnes, which was a reduction from previous year of 292.04 tonnes. Illegal dumping primarily involved household waste, commercial and industrial waste and construction and demolition waste. Strathfield Council is part of the Inner Sydney RID squad and has received various grants to target both littering and illegal dumping in industrial areas.

Council inspected 100% of premises with cooling towers in the Strathfield LGA. 25 cooling tower systems in 15 premises totalling 38 cooling towers were inspected to ensure proper operation and maintenance of those systems and minimise risk of Legionnaire's disease. Significant changes to control and regulation of cooling towers commenced in 2018 with Council implementing procedures in response, including providing Unique Identification Numbers to all cooling towers and receiving notification of failed samples collected by cooling tower operators.

Council inspected 100% (14 in total) of business that pose a risk to public health via skin penetration procedures such as waxing, manicure/pedicure, ear piercing and body piercing. Council has 4 public swimming pools within the LGA operated by schools or motels. All public swimming pools were inspected to ensure the businesses such as schools and hotels maintained clean and safe pool water.

Council implemented a Smoke Free CBD at Strathfield Square. The smoking ban covers an area of approximately 40,000 square metres, and is bounded by Raw Square, Redmyre Rd, The Boulevard and Albert Road. The new smoke free rule is supported by legislation and signage displays and plaques on the footpath at regular intervals to communicate the message to community members.

This initiative represents a significant leap forward in public health smoke free initiatives.

Thriving and Resilient Environment

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

A number of volunteer based programs were run in 2018-2019 to assist with weeding, planting, seed collection and removal of litter from sites. National Tree Day and School Tree Day was held at Cooke Park in 2018 and attracted over 300 volunteers. Over 2500 shrubs, trees and grasses were planted with sustainability education on plastics and stormwater were run. Council's Bushcare was focused at Cocks Creek Bushland Reserve (Greenacre), which contains the threatened ecological community of Cooks River/Castlereagh Ironbark Forest, at Mason Park Wetlands (Homebush) a remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water and Elliott Reserve (Belfield). Concurrent with the naturalisation of Powells Creek at Homebush in 2018, works commenced to reinstate plantings to improve biodiversity and appearance of the creek and its foreshores (Ismay Reserve). In 2019, Council commenced preparation of a Biodiversity and Conservation Study scheduled for completion by 2020. This strategy will build upon the findings from the 2016-2017 Strathfield Fauna Study.

The Strathfield Council area has a public tree population of about 12,000 street trees, 40,000 trees in parks and an estimated tree canopy of 16-25%, though some areas in the Council area have lower tree canopy densities. Strathfield's urban tree landscape enhances streetscape appearance, provides habitat for birds and native animals, improves air quality, provides shade and reduces UV radiation and heat energy absorption. To improve street tree coverage in Strathfield, a program involving planting of 443 new trees throughout the Council area was implemented in 2018-2019. The transformation of Hudson Park from a golf course into a park also provided an opportunity to increase tree coverage by an estimated 1400 new trees. Many local native plant species of trees and vegetation were propagated in Council's Nursery and used for plantings in parks, roadways, natural areas and gardens.

To address flow of leaves and other litter from street gutters into waterways, Council's street sweeping service cleaned gutters on a three week cycle or more frequently as required eg seasonal leaf drop periods, heavy leaf litter and emergency operations. Council supported regional projects for healthy urban ecosystems and waterways through participation in the Cooks River Alliance and Parramatta River Catchment Group's (PRCG) 'Living River' program and sediment control and litter control in industrial area initiatives.

Hudson Park is the largest park in the Strathfield Council area and in 2019, a large lake was built with on-site retention basin which supports cleaner and healthier waterways. The lake will service a small catchment including the park and adjoining streets. Water



run-off will be collected into the on-site retention basin, where excess nutrients and pollutants will be treated through a sediment and gross pollutant trap.

During the 2018-2019 year, Council received and investigated 30 air, water or noise pollution complaints. Council continued to raise significant concerns regarding impact on air quality of the WestConnex ventilation stack tower. Air quality for the Strathfield Council area is monitored and reported by the Regional Air Quality Index. While Council has a limited sphere of influence over air quality in the local area, Council works with other sectors of government, industry and the community to improve air quality. According to the Index, air quality in the Strathfield LGA and surrounding areas was very good or good for 84% of the 2018-2019 year. Compared to 2017-2018, there was a general improvement in the air quality in the local area and a small decrease in poor or hazardous days.

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

Suburb	Tonnes CO ₂ e
Strathfield	132,048.54
Homebush	130,484
Homebush West	92,746.05
Greenacre	63,378.16
Strathfield South	60,225.37
Belfield	9571.49

Across all facilities of Council, the total energy use for 2018-2019 was 19,570.40 GJ. This represents a decrease of over 1,000 GJ and a slight decline in greenhouse emissions. The decrease is mainly due to upgrading to LED street lighting.

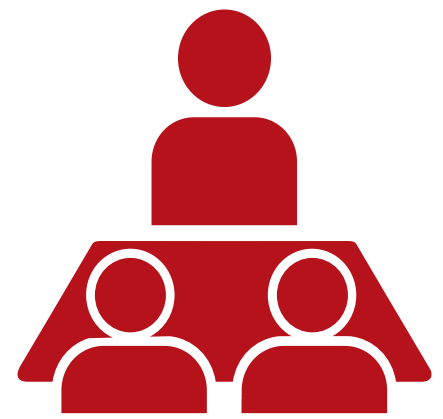
Year	Energy consumption (GJ)	Greenhouse emissions (Co ₂) tonnes
2014-2015	17,601.37	4,254
2015-2016	18,289.94	4,421
2016-2017	20,362.24	4,922
2017-2018	20,582.47	4,975
2018-2019	19,570.40	4,730

Sydney Water data in 2016-2017 estimated that water use in the Strathfield Council area totalled 4,953,494 kL. Of this amount, 3,564,456 kL was residential use and 1,389,038 kL non-residential use.

During 2018-2019, use of water in Council facilities including sportsfields was 66,265 kL, which was a decrease of over 10,000 kl from the previous year. The decline in water consumption was partly due to the decommissioning of Hudson Park as a Golf Course in early 2019. The Golf Course had been Council's highest water consuming facility. Listed below is the annual organisation wide water consumed (kL) by Council facilities.

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

Responsible Leadership Theme



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

GOAL

1

Trust in Council's leadership and decision making

Strategies

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

GOAL

2

Accountable Council performance

Strategies

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

Achievements

- Adoption of CSP 2019 including review of Operation Plan and Budgets, Workforce Management and Long-Term Financial Plans.
- Council met and exceeded all State Government financial reporting benchmarks
- Delivery of surplus budget in 2018-2019
- Regular community consultation on major issues
- Live internet broadcasting of Council meetings and Mayor's Video meeting updates
- Implementation of an online booking system for Council facilities
- Implementation of new Council's corporate management system
- Annual Council Performance Survey completed
- Actions taken to address employee gender imbalance
- Adoption of a new Corporate Values Statement
- Adopted updated Policy on the Payment of Expenses and Facilities to Councillors
- Reviewed Council's Work Health and Safety (WHS) documentation to ensure compliance with current practice and statutory obligations
- Adoption of a new Code of Conduct and new Code of Meeting Practice

Highlights 2018-2019

Trust in Council's Leadership and Decision Making

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

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

The tables below record attendance of the Councillor during the 2018-2019 financial year. A total of 11 ordinary meetings and 1 extraordinary meeting was held from July 2018 to June 2019. The recorded meeting attendance was:

Councillor	Ordinary Meetings Attended	Extraordinary Meetings Attended
Councillor Matthew Blackmore	11	1
Councillor Anthony Doueih	9	1
Councillor Maryanne Duggan	11	1
Councillor Nella Hall	10	1
Councillor Stephanie Kokkolis	10	1
Councillor Karen Pensabene	11	1
Councillor Gulian Vaccari	11	1

Eleven (11) Strathfield Local Planning Panel meetings were also held throughout the 2018-19 financial year.

The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public in the 2018-2019 year:

Committee	Position
Cooks River Alliance	Councillor Matthew Blackmore (Delegate) Councillor Maryanne Duggan (Alternate)
Parramatta River Catchment Group	Councillor Matthew Blackmore (Delegate) Councillor Maryanne Duggan (Alternate)
Traffic Committee	Councillor Gulian Vaccari (Chair) Councillor Stephanie Kokkolis (Co-Deputy) Councillor Antoine Doueih (Co-Deputy) All Councillors are invited to attend.
Audit, Risk and Improvement Committee	Councillor Nella Hall (Chair) Councillor Maryanne Duggan (Deputy)
Flemington LAC Community Safety Precinct Committee	Councillor Nella Hall Councillor Maryanne Duggan Councillor Karen Pensabene All Councillors are invited to attend.

The following Chair and Deputy Chairs were appointed to Council Advisory Committees, Taskforces and Steering Committees for the 2018-2019 year:

Committee	Chairperson	Deputy Chairperson
Youth Engagement Advisory Committee	Councillor Kokkolis	Councillor Pensabene





Promoted Inclusion in Decision Making

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

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

Council's Community Panel are a group of independently and randomly selected local residents, whose demographic profile generally aligns with the community profile. The Panel is consulted to provide feedback to the Council on particular issues, through surveys and interviews/focus groups. In 2018-2019, consultations were conducted to aid the preparation of the local strategic planning statement, community vision, intra-commuter bus service, waste contamination charge and recreational planning.

Workforce Planning

The initiatives, values and directions adopted in the 2017-2018 review of Council's Workforce Management Plan continue to be consolidated. The key improvement areas of leadership, talent, capability and culture have been driven by the HR Team and Managers throughout Council and reinforced via Council's compulsory training modules involving EEO, Code of Conduct, Customer Service and WHS which all new staff attended. Other staff attended refresher training in the above core modules. Other key actions included:

- Focusing on improving the human resource group's operations to enhance and optimise overall organisational performance outcomes. The HR & OD Team have been engaging with management and staff at all levels advising and undertaking tasks that relieves operational groups of time-consuming and often complex issue management to enable a focus on achieving outcomes rather than process.
- Addressed the large imbalance of employment of women and men, especially in the 'outdoor' staff, was addressed and the number of women in our 38 hour staff groups is increasing steadily due to an exemption sought from the NSW Anti-Discrimination Board and more targeted recruitment and selection strategies.

- Addressed workplace and worker associated complaints by reinforcing appropriate workplace behavior; providing staff with confidential and correct employment related information; dealing with performance and disciplinary issues; conducting investigations into claims and facilitating staff separations.
- Coordinated individual and group learning and development activities with approx. 96% of all staff attending training sometime during the year across a range of internal and external training programs which included induction, corporate compulsory training modules and the IT innovations of Plan-Do and Linked-in Training.
- Work Health and Safety maintained a high profile as evidenced by the creation of Safe Work Method Statements for all high risk work activities as well as training in manual handling, sharps handling, asbestos handling, chemical handling and along with other mandatory activities required by the Act.

The 2019-2020 year will build on the above with a focus on IT solutions aimed at simplifying and streamlining the ability of our staff to better achieve the Workforce Management and EEO Management Plan objectives and outcomes.

Council provided multiple touch points for our customers including in-person counter functions, a call centre, and an after-hours 24/7 service. Council's Customer Service team provided assistance to over 22,000 people in 2018-2019.

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

Risk and Internal Audit

The Audit, Risk and Improvement Committee plays an important role in Council's Governance Framework by providing Council with an independent oversight and monitoring of Council's audit and risk processes. The Committee comprises independent community members, an independent Chairperson and councillor representation. Five committee meetings were held in 2018-2019, which considered reports on audits conducted. During the period Council also adopted a shared Internal Audit service with six other councils. Council's Business Continuity Plans and disaster recovery plans were substantially revised and updated. Staff received training and a scenario test was carried out. An annual review of Council's insurance policies was finalised. The Emergency Management Plan and Enterprise Risk Management Plan was commenced with expected completion in 2019-2020.





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