



Annual Report



Hudson Park

Contents

Introduction	3
Message from the mayor and ceo	4
About strathfield council	5
Mayor and councillors	8
Calender of events	10
Financial snapshot 2020-2021	12
Capital works program 2020-2021	14
COVID-19 Impacts	18
2020-2021 Highlights	19
Council service performance	20
Organisational structure	22
Statutory reporting 2020-2021	24
Integrated planning & reporting framework	36
Reporting on progress	36
- Connectivity theme	38
- Community wellbeing theme	40
- Civic pride & place management theme	42
- Liveable neighbourhoods theme	46
- Responsible leadership theme	52

Introduction

The purpose of Strathfield Council's Annual Report 2020-2021 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 2020-2021* and to comply with the requirements of the *Local Government Act 1993* and *clause 217 of Local Government (General) Regulation 2005*. This includes the 2020-2021 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:

This Report highlights Council's achievements and performance over the 2020-2021 financial year in implementing the community's vision for the Strathfield Council area in

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 CEO

accordance with the Community Strategic Plan – Strathfield 2030. Our community plan is based on a rigorous and widespread community engagement process and provides strategies for the next ten years and beyond and directions for actions to address the changes and challenges in our community and urban environment.

Delivering new, renewed and well maintained community infrastructure and delivering programs has remained a Council priority throughout this Council term and in 2020-2021, many projects were completed. The upgraded Strathfield Library opened on 1 July 2021 including a new exhibition gallery and innovation hub. After significant consultation and planning, the Homebush Town Centre was implemented. The transformation of Hudson Park into a vibrant district park was acknowledged as winner of the 2020 Greater Sydney Planning Awards 'Great Place to Live and/or Work' category.

On an annual basis, an independent survey of community perceptions of Council's performance is undertaken. Results from the 2021 survey indicate high levels of community satisfaction of Council's performance, services, programs and infrastructure.

The COVID-19 pandemic continued to impact on Council operations over two successive financial years since it commenced in early 2020. Council implemented a wide range of public health measures to curtail the spread of COVID-19. This included extensive communication and notification campaigns and shifting changes to delivery of local services and programs to ameliorate the impacts of public health orders on the local community. Towards the end of this financial year, Greater Sydney was placed into lockdown due to increasing numbers of COVID-19 infections and spread of the Delta variant.

While the financial statements for 2020-2021 indicate some impact of COVID-19 on Council's financial performance, the financial outlook of Strathfield Council is stable and remains sustainable in the medium to long-term. Council met the majority of the State Government's benchmarks that indicate long-term financial sustainability.

Our Annual Report demonstrates that Strathfield Council has continued to achieve sustainable and good results for its community across a wide range of services and functions.



Cr Stephanie Kokkolis
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 estimated residential population of Strathfield Council (as at June 2020) is estimated at about 47,767.

Strathfield Council

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druiitt 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 2020	47,767	871	1.9%
June 2019	46,926	+1,816	4.03%
June 2018	45,143	+1,291	2.9%
June 2017	43,852	+1,388	3.3%
June 2016	42,415	+1,437	3%
June 2015	41,239	+964	2.4%
June 2014	40,275	+1,376	3.5%

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

Characteristics (Census 2016)

Category	Strathfield LGA %	Number
Indigenous Population	0.3%	115
Born outside of Australia	56%	22,693
Speaks language other than English at home	64%	25,859
University qualification	38%	12,960
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



47,767

Estimated Residential population 2021



13.9km²

Land area of Strathfield LGA



56%

Residents born overseas



64%

people speak a language other than English

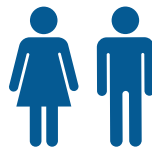


No. of Schools

18

No of universities

1



No of school students (est.)

10,000



Residents with University qualification

38%



No of local jobs (2018)

28,209



% professional workers

32%



No of parks and local spaces

40+



Hectares of open space

102ha

Hectares of open space per resident

34 persons
per hectare



No. of sportsgrounds

19



Total km's of roads

97km



No. of streets

239



Total Number of Households

16,309



No of Library visitors

246,146



Incorporation of Strathfield Council

1885



Kerb and Guttering (length)

186km

Footpaths and Cycleways (length)

176km

Stormwater Pipes (length km)

65.49km

Stormwater Pits (number)

2,599 pits

Mayor and Councillors

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

NSW local government elections are usually held every four years. Due to COVID-19 measures, the date of the next Council election was deferred from September 2020 to September 2021 but was further deferred to 4 December 2021 as a consequence of lockdowns in Greater Sydney from late June 2021. At the last council election on 9 September 2017, the following councillors were elected:

Councillors – September 2017 to September 2021

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



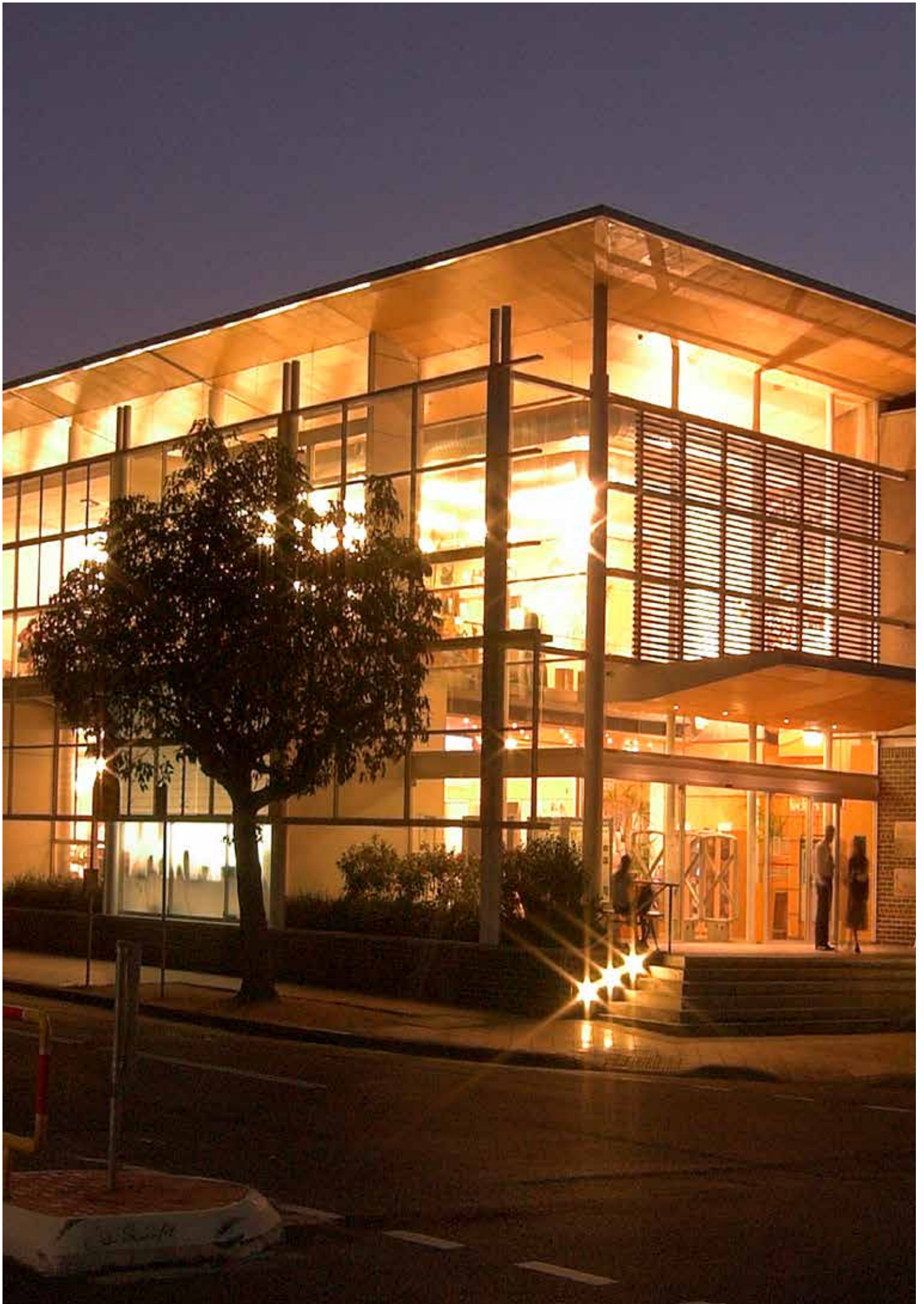
Mayor and Deputy Mayor

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

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



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

OCTOBER 2020



Erika Cholich
– **Gilded Perceptions**
16 October to 13 December 2020
Ironbark Gallery, Strathfield Library
and Innovation Hub

DECEMBER 2020



Virtual Christmas Carols 2020
December 2020
Online

FEBRUARY 2021



Lunar New Year
February 2021
Homebush



Beyond Sight:
Lea Kannar-Lichtenbeger
19 February to 18 April 2021
Ironbark Gallery, Strathfield Library
and Innovation Hub

MARCH 2021



International Women's Day
Morning Tea
March 2021
Strathfield Town Hall

APRIL 2021



Strathfield Answers the Call
1914-1918 WWI exhibition
23 April to 20 June 2021
Ironbark Gallery, Strathfield Library
and Innovation Hub

MAY 2021



Homebush Village Mini Fair
May 2021
Homebush Public School

JUNE 2021



ROAR – art from local year 9
and 10 students
Scheduled June 2021, deferred to
later 2021
Ironbark Gallery, Strathfield Library
and Innovation Hub

The following events were cancelled in 2020-2021 due to COVID-19 restrictions:

- Spring Festival 2020
- Movies in the Park 2020-2021
- Cooks River Fun Run 2021



Financial Snapshot 2020-2021

The Operating Result for the 2020-2021 year was a small deficit of \$0.324M.

Key Features of the 2020-2021 Financial Statements



Income

Type	\$ '000's
Rates and Annual Charges	31,796
User charges and fees	4,337
Other revenues	2,749
Grants and contributions for operating purposes	2,738
Grants and contributions for capital purposes	5,199
Interest and investment income	291
Rental income	929
Net gains from disposal of assets	-
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,039

Expenses

Type	\$'000's
Employee benefits and on-costs	21,218
Materials and contracts	15,366
Depreciation and Amortisation	8,936
Other expenses	1,044
Net losses from the disposal of assets	1,799
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$48,363

	2021	2020 Restated	2019
	\$'000's	\$'000's	\$'000's
Income Statement			
Total Income from Continuing Operations	48,039	51,020	48,624
Total Expenses from Continuing Operations	48,363	43,420	41,277
Operating Result from Continuing Operations	(324)	7,600	7,347
Net Operating Result for the year	(324)	7,600	\$7,347
Net Operating Result before Grants & Contributions provided for Capital Purposes	(5,523)	(1328)	593
Statement of Financial Position	\$'000's	\$'000's	\$'000's
Total Current Assets	45,518	41,041	47,429
Total Current Liabilities	24,488	(17,572)	(17,333)
Total Non Current Assets	477,082	471,703	378,586
Total Non Current Liabilities	226	(242)	(172)
Total Equity	496,404	494,930	\$408,510









Financial Status of Council

Criteria	2020-2021	2019-2020 Restated	2018-2019
Total asset value of Strathfield Council (less liabilities)	\$496M	\$498M	\$409M
Total Income	\$48.04M	\$51.02M	\$48.62M
Total Expenditure	\$48.36M	\$43.2M	\$41.28M
Net operating results from continuing operations	\$0.324M (deficit)	\$7.6M (surplus)	\$7.34M (surplus)
Borrowings	0%	0%	0%

Capital Works

Area	Expenditure (\$) '000 2021	Expenditure (\$) '000 2020	Expenditure (\$) '000 2019
Roads/Bridges/Footpaths/Drainage	4,396	\$3,421	\$8,588
Recreational Assets (parks/sporting fields)	1,395	\$9,238	\$6,206
Buildings	1,997	\$6,167	\$5,719
Land Improvements	141	\$387	\$788
Other infrastructure plus works in progress	2,586	\$1090	\$1,159
Land	0	0	0
Plant & Equipment	1,520	707	2,113
Office equipment	2,115	1,592	2,043
Other Assets	230	338	200
TOTAL EQUITY	\$14,380	\$22,940	\$22,460

Financial performance of Council against NSW Government benchmarks

Measure	Benchmark (NSW Govt)	2018-2019	2019-2020	2020-2021	2021 performance against benchmark
Net Debt as % of total revenue		0	0	0	
Operating performance ratio > 0%	> 0%	6.8%	(0.55%)	(8.71)%	
Expenditure on asset maintenance ratio >1.00x	1.00x	1.00	0.81	1.49	
Own source operating revenue ratio >60%	>60%	79.3%	76.71%	83.48%	
Unrestricted current ratio >1.50	>1.50	3.24	3.64	3.33	
Infrastructure backlog as percentage of total infrastructure assets <2%	<2%	0.25	0.58	0.39%	
Outstanding rates and annual charges ratio <5%	<5%	2.40	3.36%	5.08%	
Infrastructure renewal ratio >=100%	>=100%	320.8	237.19%	114.65%	

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

Capital Works Program 2020-2021

Council spent a total of \$7.929 million on infrastructure and land improvements in 2020-2021.

The focus of the infrastructure expenditure was to:

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

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

Parks, Sportsfields and Buildings

To meet the needs of a growing and diverse population, Council has progressively been upgrading its community assets by providing new or upgraded facilities. In the 2020-2021 year, the following key projects included:

- Stage one of the transformation of Hudson Park at Strathfield from a golf course into a district park was completed. This stage included the construction of a new lake, significant tree planting and development of open space for active and passive recreation. The new Maze was also completed. The new Pavilion and Café was substantially commenced but due to COVID measures delays deferred completion of the project until 2021-2022. Plans were prepared for Hudson Park stage 2 works including courts and playgrounds.
- Crane Street Park was opened by the Mayor in August 2020 featuring open space, sandstone plinth seating, solar lighting and multi-use grass and hard surface areas.
- Sportsfield lighting was installed at Bark Huts Reserve, Cooke Park and Strathfield Park. An outdoor fitness centre was installed at Airey Park. A new cricket practice wicket was built at Freshwater Park.
- The new Strathfield Park pavilion was completed which included toilets, change rooms and kiosk. Development of a new amenities pavilion including a café in Strathfield Park was commenced with projected completion in 2021-2022.
- The community hall in Melville Reserve Homebush was completed and opened in 2021.
- New bus shelters were installed at bus stops throughout the Strathfield LGA, which conform with current disability standards.



Roads, footpaths, drainage, kerbs & gutters

A total of \$4.396 million was expended to roads, footpaths, drainage, kerbs and gutter renew and improvements across all of the Council area.

Due to the impact of COVID-19, works which were programmed did not proceed and have been transferred to works programs in 2021-2022. Works that were completed in 2020-2021 are listed below.

Road Re-Sheeting Program

Location	Suburb	Works
Cutbush Ave Belfield - from Chisholm Street to End	Belfield	Road re-sheeting
Burlington Road Homebush - from Meredith Street to Bridge Road	Homebush	Road re-sheeting
Ismay Avenue - from Allen Street to End	Homebush	Road re-sheeting
Henley Road - from Tavistock Road to Arthur Street	Homebush West	Road re-sheeting
Kanoona Ave - from Park Road to Parramatta Road	Homebush West	Road re-sheeting
Albyn Road Strathfield - from Homebush Road to Chalmers Road	Strathfield	Road re-sheeting
Bareena St Strathfield - from Ada Avenue to Yarrowee Road	Strathfield	Road re-sheeting
Firth Avenue - from Newton Road to Ada Avenue	Strathfield	Road re-sheeting
Fraser Street - from Badgery Avenue to Arthur Street	Strathfield	Road re-sheeting
Gelling Avenue - from Homebush Road to Chalmers Road	Strathfield	Road re-sheeting
High Street - from Telopea Street to Homebush Road	Strathfield	Road re-sheeting
Myrna Road - from Ada Avenue to Yarrowee Road	Strathfield	Road re-sheeting
Near Pilcher Street - laneway	Strathfield	Road re-sheeting
Newton Road - from Firth Avenue to South Street	Strathfield	Road re-sheeting
Prentice Lane - from Hume Highway to End	Strathfield	Road re-sheeting
South Street - from Barker Road to Newton Road	Strathfield	Road re-sheeting
Torrington Road - from Nichol Parade to Parsons Avenue	Strathfield	Road re-sheeting
Cleveland St Strathfield South - from Madeline Street to Cosgrove Street	Strathfield South	Road re-sheeting
Gregory Street - from Junction Street to End	Strathfield South	Road re-sheeting
John Street - from St Annes Square to Gregory Street	Strathfield South	Road re-sheeting
Junction Street - from Gregory Street to Dean Street	Strathfield South	Road re-sheeting
Mooney Street - from End to Therry Street	Strathfield South	Road re-sheeting



Drainage/Kerb and Gutter

Street(s)	Suburb	Works
Cutbush Avenue - Chisholm Street and End	Belfield	Kerb & Gutter
Burlington Road - from Meredith Street to Bridge Road	Homebush	Kerb & Gutter
Ismay Avenue - from Allen Street to End	Homebush	Kerb & Gutter
Kanoona Ave - from Park Road to Parramatta Road	Homebush	Kerb & Gutter
Henley Road - Tavistock Road to Arthur Street	Homebush West	Kerb & Gutter
Albyn Road - from Homebush Road to Chalmers Road	Strathfield	Kerb & Gutter
Albyn Road - Homebush Road to Chalmers Road	Strathfield	Kerb & Gutter
Bareena Street – from Ada Avenue to Yarrowee Road	Strathfield	Kerb & Gutter
Firth Avenue - from Newton Road to Ada Avenue	Strathfield	Kerb & Gutter
Fraser Street - from Badgery Ave to Arthur Street	Strathfield	Kerb & Gutter
Gelling Avenue - from Homebush Road to Chalmers Road	Strathfield	Kerb & Gutter
High Street - from Telopea Street to Homebush Road	Strathfield	Kerb & Gutter
Myrna Road - Ada Avenue to Yarrowee Road	Strathfield	Kerb & Gutter
Newton Road - from Firth Avenue to South Street	Strathfield	Kerb & Gutter
Prentice Lane - from Hume Highway to End	Strathfield	Kerb & Gutter
South Street - from Barker Road to Newton Road	Strathfield	Kerb & Gutter
The Boulevard - between Albyn Road and Malvern Crescent	Strathfield	Drainage improvement works
Torrington Road - from Nichol Parade to Parsons Avenue	Strathfield	Kerb & Gutter
Cleveland St - from Madeline Street to Cosgrove Street	Strathfield South	Kerb & Gutter
Gregory Street - from Junction Street to End	Strathfield South	Kerb & Gutter
John Street - from St Annes Square to Gregory Street	Strathfield South	Kerb & Gutter
Junction Street - from Gregory Street to Dean Street	Strathfield South	Kerb & Gutter
Mooney Street - from End to Therry Street	Strathfield South	Kerb & Gutter
Near Pilcher Street - laneway	Strathfield South	Kerb & Gutter

Footpath Works

Street(s)	Suburb	Works
High Street - from Homebush Road and Macarthur Avenue	Strathfield	Footpath
Hill Street Strathfield - from Coronation Parade to Liverpool Road	Strathfield	Footpath
Mooney Street Strathfield South - From Therry Street East to End	Strathfield South	Footpath
Pemberton Street Strathfield - from Shortland Avenue to Arthur Street	Strathfield	Footpath
Strathlora Street Strathfield - from Wallis Avenue to South Street	Strathfield	Footpath
Wallis Avenue Strathfield - from Ravenna Street to Strathlora Street	Strathfield	Footpath

Works occurred over 2020-2021 to upgrade the Homebush shopping centre, which included improvements to the appearance of the shopping precinct at Rochester St and Burlington Roads featuring new paving, planter beds, street trees, bins and benches. Burlington Road was converted to one-way with ample 45 degree parking on the northern side to improve traffic flow and increase parking spots.



COVID-19 Impacts

The COVID-19 pandemic continued to be a major disruptor to the Australia's society and economy in 2020-2021. From the declaration of the COVID-19 pandemic in January 2020, measures to restrict transmission and spread of the disease have affected Council's service and program delivery over two successive financial years.

In July 2020, a testing clinic was established in Bressington Park which in January 2021 moved to nearby Sydney Olympic Park. Towards the end of this financial year in June 2021, Greater Sydney experienced an infection surge and transmission of 'Delta' a more virulent and infectious variant of COVID-19, which resulted in sweeping lockdowns across metropolitan Councils including Strathfield LGA.

Council has continually supported actions to improve access to COVID testing and to promote and achieve high rates of vaccination in the Strathfield LGA. The next Council election, which had been delayed by a year was further delayed until 4 December 2021, due to a surge in COVID infections in Sydney and Greater Sydney lockdown from late June 2021, the election has been rescheduled to 4 December 2021.

Council has implemented measures consistent with public health orders to restrict transmission and spread of the disease as well as providing support and information for affected communities. Council's comprehensive COVID-19 safety plan was regularly reviewed and updated to address the challenges and changes to public health orders. In adapting and responding to the challenges of COVID-19, delivery of certain activities involved more complex management and higher operational costs, while some services, events and facilities were unable to continue until the COVID-19 measures were relaxed.

Where possible Council minimised impacts and maintained high levels of services to the community. Council's communications informed and promoted public safety and health awareness including signage in multi-language formats throughout the Council area. Where possible, community programs were transitioned into online delivery such as Singalong sessions and Virtual Christmas Carols in 2020. Essential services such as waste collection and food inspection continued without interruption and implemented new safety processes, especially in interactions with the public. Council's inspectors assessed local food businesses COVID-19 safety plans and compliance and took action where premises were without plans or non-complying.

Programs were established to assist local businesses and vulnerable and isolated members of the local community through Neighbour to Neighbour programs. In 2021, the Helping Hand Strathfield program was established to lend a hand by linking individuals with identified needs to appropriate health and social support services, covering topics such as health care, vaccinations, mental health, managing finances, housing, domestic violence and more, especially from culturally and linguistically diverse communities. Information was distributed in 7 different languages.



2020-2021 Highlights

New community and recreational facilities

Sportsfield lighting at Strathfield Park and the new park Pavilion was completed which included a kiosk, toilets and change rooms. The Bark Huts Reserve and Cooke Park sportsfield lighting was upgraded. Outdoor fitness equipment was installed at Ford Park, Freshwater Park, Dean Reserve and Airey Park. Lighting upgrades and installation of informal pathway was completed at Airey Park around Alan Davidson Oval. The new Crane Street park was opened in August 2020. Works commenced on new amenities buildings at Hudson Park and Strathfield Park scheduled for completion in 2021-2022.

Hudson Park transformation

The transformation of Hudson Park, Strathfield's largest park, from a golf course into a district park has progressed over the last two years. Stage 1 works were completed that including a new lake, significant landscaping and creation of open spaces. In 2020-2021, the Maze was completed and work on a Pavilion and Café commenced. Plans were developed for the next stage of works which includes playgrounds and courts.

Library and Innovation Hub

The upgraded Strathfield Library and Innovation Hub was opened on 1 July 2020. The hub featured more comfortable and engaging spaces that enhance learning and information sharing with new exhibition areas. A number of exhibitions were held in the new Ironbark Gallery including the locally developed 'Strathfield Answers the Call – World War I', an exhibition about the impact of WWI on the local Strathfield community was exhibited from April to June 2021.

Technology was upgraded to include laptops, Mac computers, software and a 3-D printer. Solar panels were installed to improve the building's energy efficiency. Council's innovative digital library locker service was expanded with additional lockers. This services enables patrons to order online, collect and return library materials at any time day or night in various locations in the Strathfield Council area. Plans were adopted to add outdoor areas to the building's ground floor in 2021-2022.

Town Centre upgrades

Upgrade of the Homebush Town Centre was completed to improve the appearance of the shopping precinct and improve traffic flow and access to parking. Rochester Street and Burlington Road pavements were upgraded, planter beds, bins and benches.

Burlington Road was converted to one-way with ample 45 degree parking on the eastern side to improve traffic flow and parking, roundabouts installed at intersections at Rochester Street/ Burlington Road and Rochester Street/The Crescent.

Local Planning Strategic Plan and Local Environmental Plan

In 2020, Council adopted its new Local Strategic Planning Statement (LSPS), a 20 year land use planning strategy which defines Council's long term vision for land use and infrastructure provision. The LSPS provides strategic focus for the review of the Local Environmental Plan (LEP).

Biodiversity and Greening Strathfield

2,500 new tree plantings were added to Hudson Park and Cooks River corridor. Nearly 500 new street trees were planted to replace missing or diseased trees and improve the tree canopy across the Council area. Tree plantings included varying species and ages which assist in reducing air pollution and urban heat effects while improving the appearance of local parks and residential streetscapes.

13 Plans of Management were adopted in 2020 for community land owned or managed by Council. The plans of management set out processes and actions for the management of the various community land uses including parks, sportsground and natural areas located within the parks and reserves in the Strathfield LGA.

Council launched an innovative project in partnership with Macquarie University to trial plantings of trees in industrial areas in Greenacre. A bird study and new operational plans, were prepared to improve the management of Strathfield's Mason Park Wetlands.

Improved public health

Council extended smoking bans in the Strathfield CBD to include the shops on The Boulevard to Margaret Street as well as Homebush and Homebush West Town Centres. Education campaigns were conducted before commencing issuing of fines for non-compliance. While the smoke free centres promote better health outcomes, the centres have benefited also from improved amenity and reduced waste litter waste.

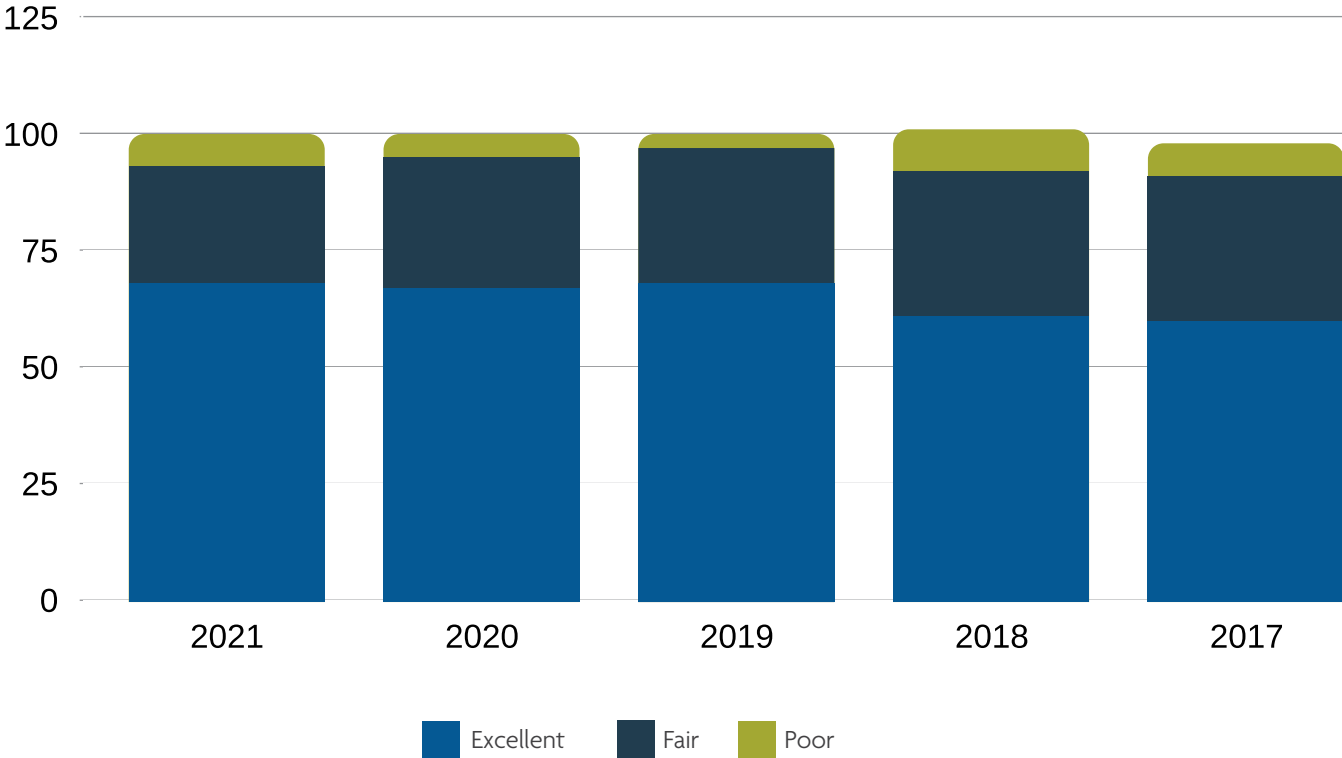
Targets to achieve high standards of food safety were met in 2020-2021 with 80% of all local food businesses including mobile vans, school canteens and childcare centres, receiving 'Scores on Doors' certificates. Certificates are issued to those high and medium risk food businesses meeting requirements after inspections of their businesses.

Council Service Performance

The Strathfield Community Strategic Plan sets out performance measures that enable Council to monitor its progress in achieving community desired outcomes. Measures relate to community issue statements that express the expectations of the Strathfield community 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 and aligns with the key demographic profile of the most recent Census.

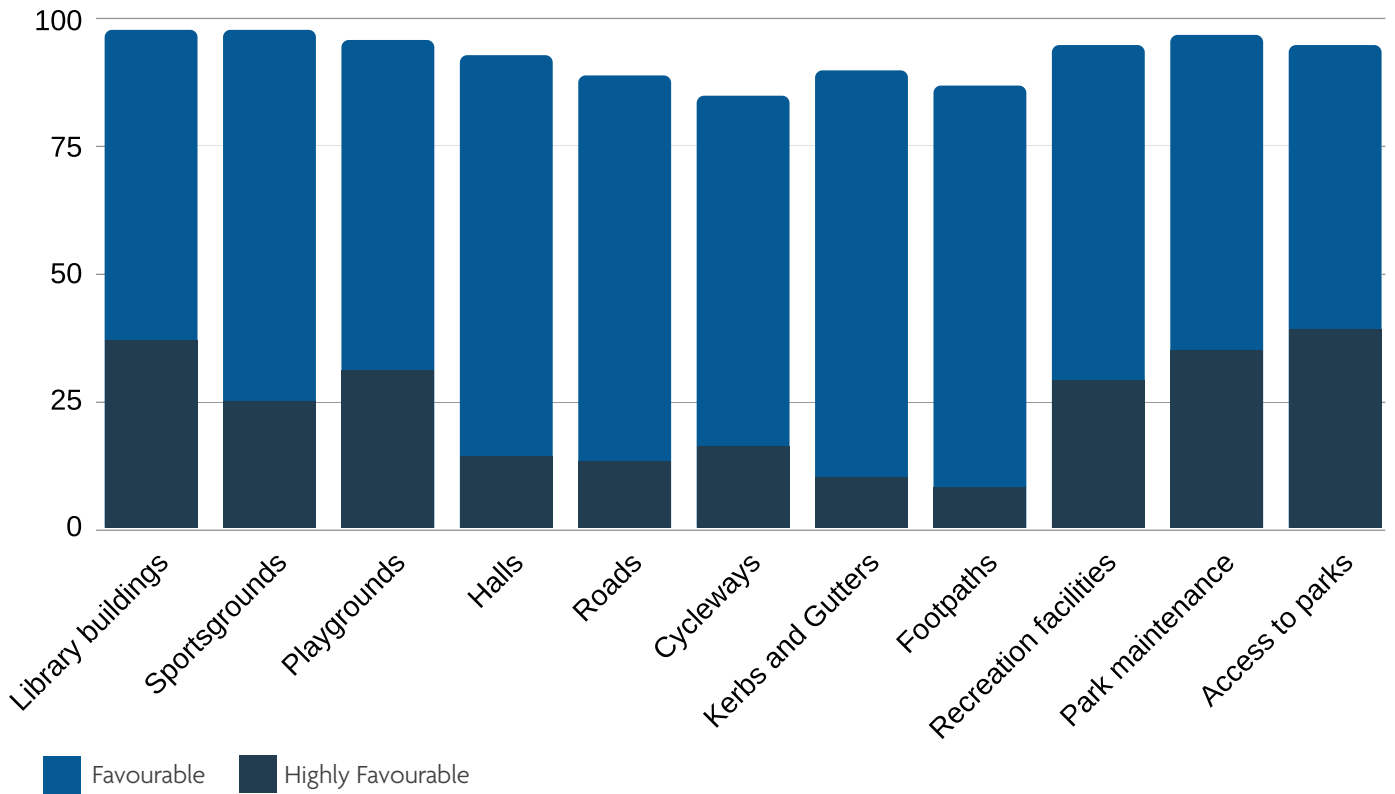
The 2021 results show that the community considers that Strathfield Council is performing at a high standard with 68% rating the overall Council performance as excellent or good. The research showed that there are high levels of resident satisfaction with the majority of Council's facilities and infrastructure, community programs, services and community safety.

Overall Council Performance



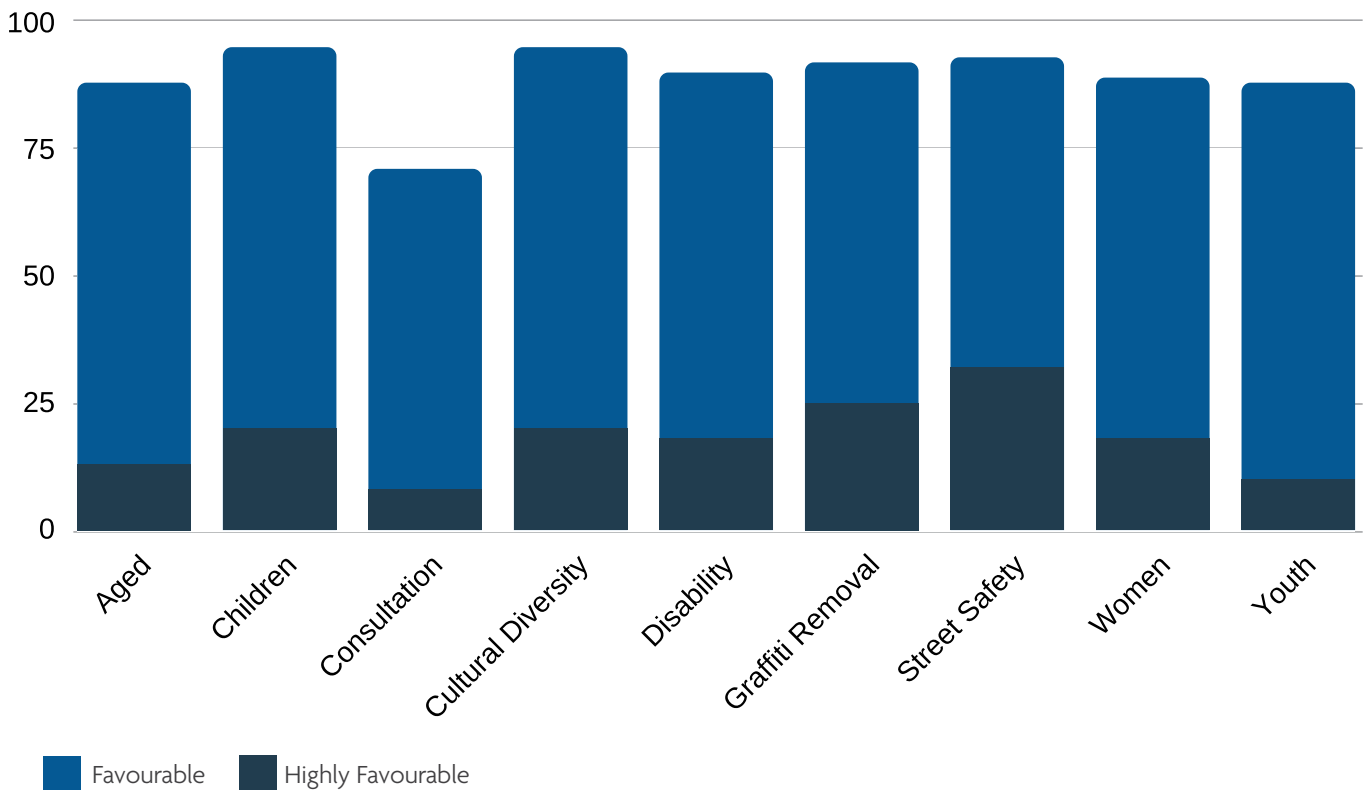
Community programs, services and community safety are also highly rated by residents

Facilities and Infrastructure 2021



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

Community Programs and Service 2021

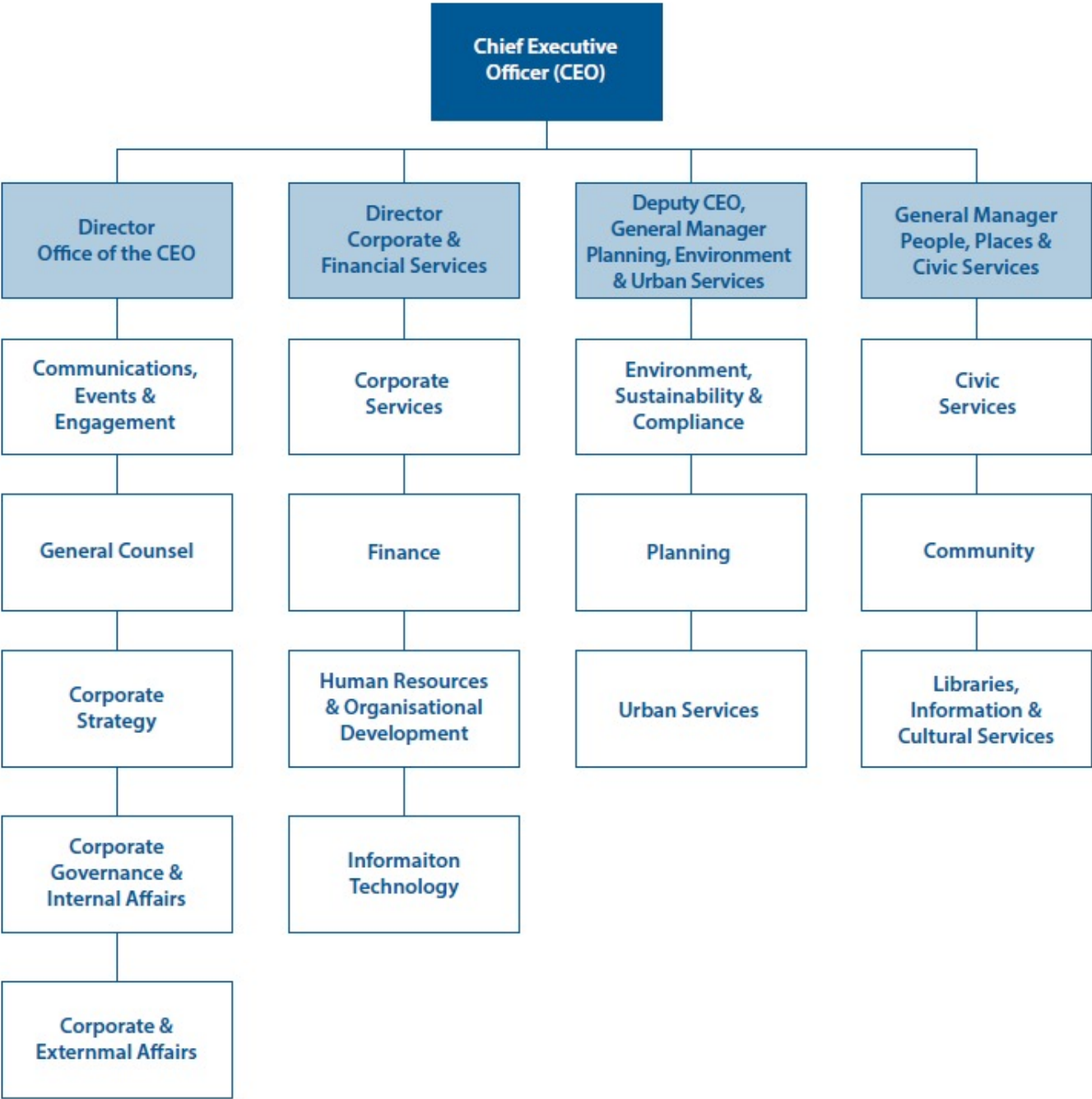


Organisational Structure

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 2020-2021

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

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

Number of applications received	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
GIPAA formal access requests	10	15	13	10	9	21
GIPAA informal access requests	324	353	289	346	221	231

The *Government Information (Public Access) Act 2009* Annual Report for 2020-2021 and reviewed Agency Information Guide was lodged with the Information and Privacy Commissioner.

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

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	TOTAL
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	1	0	0	0	0	0	0	0	0
Private sector business	7	0	0	0	1	0	0	0	8
Not for profit organisations or community groups	3	0	0	0	0	0	0	0	3
Members of the public (application by legal representative)	4	0	0	0	0	0	0	0	4
Members of the public (other)	4	0	0	1	0	0	0	0	6
TOTAL	19	0	0	1	1	0	0	0	21

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)	19	0	0	1	1	0	0	0	21
Access application that are partly personal information application and partly other.	0	0	0	0	0	0	0	0	0
TOTAL	19	0	0	1	1	0	0	0	21

Table C: Invalid applications

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

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

Reason for invalidity	No. of applications
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
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)	21
Decided after 35 days (by agreement with applicant)	0
Not decided within timeframe (deemed refusal)	0
TOTAL	21

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 2020-2021. One (1) complaint was closed at the assessment stage, one (1) complaint was referred to a conduct reviewer and finalised at the preliminary assessment stage.

Community Access Plan

(s.13 Disability Inclusion Act 2014)

The Disability Inclusion Action Plan 2020-2024 identifies actions and timeframes aligning with the five themes of the Community Strategic Plan, Strathfield 2030. The following actions were taken in the 2020-2021 year to implement actions in the plan

Action item	Response
1.5	Community information sessions were held on monthly basis at Strathfield Council Library & Innovation Hub with SSI in the form of a connection desk
1.7	The companion card was promoted on Council's website
1.8	International Day of People With Disability in 2020 was promoted. This included an informational video interviewing members of the disability community and partnerships with organisations including SSI, Chalmers Road School, Strathfield South High School.
2.4	The new Maze and sensory garden project at Hudson Park was designed to enable disabled access.
2.6	Design and installation of new bus stop covered shelters includes the latest disabled code features.
2.9	Installation of pathway built around new synthetic sportsfields at Strathfield Park and Cooke Park improve accessibility and viewing.
2.11	New amenities buildings at Bark Huts, Cooke Park and Strathfield Park include disabled toilets and improved accessibility.
2.12	The Strathfield Library and Innovation Hub was refurbished with improved accessibility.
2.15	Council audited all 1106 pram/pedestrian ramps in late 2020 and prepared a plan to repair and make good non-complaint ramps.
4.02	Annual Report to the NSW Minister for Disability Services was completed and lodged in January 2021
4.03	Council website promoted the DIAP

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 2020-2021.

Contracts

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

Contracts awarded during the reporting period of 1 July 2020 to 30 June 2021 for \$150,000 and over:

Name of contractor	Nature of Service	Date Awarded	Term of Contract	Tender Value (\$)
ARA Security Services Pty Limited	HIKVISION 4MP Deep in View Moto Varifocal Bullet C *more*	7/07/2020	Not Applicable	\$286,768.94
Office Of State Revenue	Revenue NSW 4th Quarter Payment Emergency Services *more*	20/07/2020	Not Applicable	\$196,638.92
Statecover Mutual Limited	Workers Compensation Insurance for Office of CEO A *more*	22/07/2020	Not Applicable	\$240,764.79
CFC Holdings Pty Ltd	Plant Purchase - 1x JCB Backhoe Loader 3CX Elite T	18/08/2020	Not Applicable	\$191,840.00
Office Of State Revenue	NSW Revenue FY 2020/2021 1ST QUARTER PAYMENT - Fir *more*	9/09/2020	Not Applicable	\$226,156.44
Statecover Mutual Limited	Workers Compensation Insurance for Office of CEO	13/10/2020	Not Applicable	\$240,764.80
Elf Help.com.au	Installation and de-installation of 4 giant Christmas Trees	28/10/2020	November 2022	\$266,213.00
Rees Electrical Pty Ltd	Bark Huts Sportsfield Lighting	19/11/2020	Completion of works and warranty period	\$220,682.00
Teleo Design Pty Ltd	PRUAIP: Powells Creek - Pedestrian Bridge- design	23/11/2020	Completion of works and warranty period	\$527,680.65
Office Of State Revenue	NSW Revenue - State Revenue Office - Quarter 2 (Q2 *more*	16/12/2020	Not Applicable	\$226,156.44
Statecover Mutual Limited	Workers Compensation Insurance for Office of CEO A *more*	18/1/2021	Not Applicable	\$164,365.76
Statecover Mutual Limited	Workers Compensation Insurance for Office of CEO A *more*	19/1/2021	Not Applicable	\$517,874.54
Solo Services Group Australia Pty Ltd	Building & Amenities Cleaning Services	29/01/2021	Two (2) years with one (1) year option to renew	\$380,989.40
Data 3 Limited	EAS Renewal 50773778 (coverage 1st Feb 2021 to 31s	23/02/2021	Not Applicable	\$168,815.48
Office Of State Revenue	NSW Revenue (4471) - Quarter 3 Payment - Inv. 1444 *more*	11/03/2021	Not Applicable	\$226,156.44
Kk Civil Engineering	Supply and Lay Segmental Paving at Rochester Street	30/03/2021	Completion of works and warranty period	\$511,500.00
Planet Civil Pty Ltd	Construct new raised pedestrian crossing and associated works at Pomeroy Street	30/04/2021	Completion of works and warranty period	\$223,721.30
RL Civil Works Pty Ltd	Construct new roundabout at Homebush Road and Elwin St	30/04/2021	Completion of works and warranty period	\$220,596.42
Statecover Mutual Limited	Workers Compensation Insurance for Office of CEO A *more*	5/05/2021	Until Settlement of matter	\$379,319.40
Office Of State Revenue	NSW Revenue Council's Quarterly Contribution - Q4 *more*	15/06/2021	Not Applicable	\$226,156.44

oOh! Media Street Furniture PL	Council DDA works for bus shelter replacement program	16/06/2021	Not Applicable	\$335,949.60
Planet Civil Pty Ltd	Construct new roundabout and associated works at Henley Road & Tavistock	23/06/2021	Completion of works and warranty period	\$252,367.50
D & M Excavations & Asphaltting	Road Works at Bellfrog Street, Greenacre	28/06/2021	Completion of works and warranty period	\$240,009.00
Planet Civil Pty Ltd	Road works at Gelling Avenue, Strathfield	28/06/2021	Completion of works and warranty period	\$151,723.00

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.

Councillor's facilities and expenses including monetary limits are set out in Council's Councillors Expenses and Facilities Policy. The following fees were paid in 2020-2021:

Mayoral Allowance (excluding Councillor fees)	\$44,229
Councillors Fees	\$141,960
Total fees for all councillors	\$186,189

The following costs were incurred during 2020-2021 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	\$ 2,180
Telephone calls (including landline and mobile calls)	cl.217(1)(a1)(ii) LG Regulation	\$ 3,564
Councillors Conference and Seminar Expenses	cl.217(1)(a1)(iii) LG Regulation	\$ 12,132
Mayoral vehicle and accessories	Councillor Expenses and Facilities Policy	-
Councillor Training and Skill Development	cl.217(1)(a1)(iv) LG Regulation	\$ 3,740
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	-
	cl.217(1)(a1)(vi) LG Regulation	-
	-	-
Total cost of overseas visits including cost of transport, cost of accommodation and other out-of-pocket travelling expenses	cl.217(1)(a1)(vi) LG Regulation	-
Spouse or partner expenses	cl.217(1)(a1)(vii) LG Regulation	-
Childcare expenses	cl.217(1)(a1)(viii) LG Regulation	-
Other Expenses and Provision of Facilities - Printer /photocopier, business cards	cl.217(1)(a1) LG Regulation	-
	TOTAL	\$23,984

Councillor Induction training and Professional Development

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

The following induction training and ongoing professional development programs were attended by:

Name	Name of program
Councillors Blackmore, Doueihy, Duggan, Hall, Kokkolis, Pensabene, Vaccari	Code of Conduct Refresher training
Cr Vaccari	Advanced GIPA training
Cr Pensabene	Executive Certificate for Elected Members
Cr Pensabene	Preventing Sexual, Domestic and Family Violence
Cr Doueihy (as Mayor)	Destination and Visitors Conference
Cr Doueihy, Duggan, Hall, Pensabene	NSW Local Government Conference
Cr Doueihy, Cr Duggan	Local Government Procurement: Efficiencies and Opportunities Workshop @ Local Government NSW Conference
Cr Vaccari, Cr Pensabene	Speaking and Debating Skills Workshop @ Local Government NSW Conference

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

Councillor Interstate Visits

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

There were no interstate visits involving Councillors during 2020-2021.

Overseas Visits

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

There were no overseas visits by Councillor in 2020-2021.

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	16	19	35
Returned to owner	1	12	13
Transferred to Council's facility	0	2	2
Animals in and arriving at Council's facility			
Animals in Council's facility	0	0	0
From seizures	14	1	15
Dumped/lost/roaming	2	17	19
Surrendered by owners	0	0	0
Animals leaving Council's facility			
Released to owners	1	12	13
Euthanised – illness/temperament	12	1	13

Euthanised – dangerous	0	0	0
Sold	4	4	8
Released to an organisation to re-home	0	0	0
Died at Council facility	0	1	1
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	Victims – animal
Commenced	1	2	0	2
Finalised	7	8	1	7
Under investigation	1	1	1	0
Total	9	11	2	9

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	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 \$13,431 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. No dogs were rehomed in 2020-2021. In 2020-2021, 16 cats and 19 dogs were pound by Council. A total of 13 were returned to their owners including 1 cat and 12 dogs.

Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There was 11 reported dog attacks in 2020-2021.

Community Education programs

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

Off-Leash areas

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

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

(Local Government Regulation Clause 217(1a7))

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

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

Equal Employment Opportunity and Diversity 2020-2021

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

Council's Equal Opportunity Management Plan is a requirement under section 344 of the *Local Government Act* and is included in Council's Workforce Management Plan, which is published in the Community Strategic Plan on an annual basis.

In 2020-2021, gender balance improved across Council, while the staff CALD profile is increasingly more representative of the community we serve through recruitment and selection activities during the year. There were no instances of discrimination and/or harassment reported to HR and no instances of any member of staff feeling offended, humiliated or intimidated by anyone (staff/community) in their time at work. The major initiative this year has been the harmonisation of terms and conditions of work of all staff which is a welcome EEO initiative by all stakeholders. All staff now work a 35 hour a week regime which includes compressed working hours offering a four (4) day work week. In the stressful times of 2020/21 this arrangement has allowed staff to spend more time away from work being shared with family, friends, hobbies, fitness/health endeavours etc. to help counter the adverse impacts of Covid-19 anxiety and lockdown. EAP, two (2) days Health and Wellbeing days (from sick leave entitlements), paid access to testing and vaccination and a supportive management team have helped display and prove Council's commitment to health and wellbeing. Council's training plan has suffered severe adverse impacts with a large proportion of training having to be cancelled at short notice due to logistical issues, trainer issues, staff absences and training not being able to be conducted on-line, however all mandatory training including EEO, Code of Conduct, Work Health & Safety, ICAC etc. was completed. Challenges existed throughout the year and continue but the goodwill and commitment of management and staff to EEO has enabled Council to weather these challenges and appears to be able to do so in the coming year.

External Bodies Exercising Council Functions

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

Council did not delegate functions to any external bodies in 2020-2021

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 \$48,500 which comprised of:

Name of program	Amount (\$)
Community Grants	\$37,000
Heritage Grants	\$7,850
TOTAL	\$44,850

Community Grants Policy

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

Community Grants Recipients	Purpose	Grant Amount Awarded
ANTaR (Australians for Native Titles and Reconciliation)	Aboriginal Film Presentations	\$1,000
Australian International Sports Organisation	International students and multicultural communities learning about Australian culture through sport	\$2,000
Chalmers Road School	International Day of Disabilities fun day for students	\$2,000
Homebush Public School P and C Association	Purchase of STEM learning equipment	\$2,000
St John Ambulance	Bushfire thank you event	\$2,000
St Pauls Anglican Church Burwood	St Pauls Burwood Outreach Program	\$1,800
Strathfield Girls High School P&C Association Inc	Install LED flood lighting within the school grounds	\$1,600
Strathfield Junior Soccer Club Inc	Purchase of storage space	\$2,000
Strathfield School for Seniors	Upgrade to Strathfield School for Seniors environment	\$1,600
Tamil Seniors Association	Physical exercise program increased to once a week + increased from one to two magazines a year	\$2,000
The Shepherd Centre - for deaf children	Kidscape group education and social inclusion program for children with hearing loss and families in the Strathfield area	\$2,000
West Sydney Wolves Sports Association	Increasing sport program participation for disadvantaged young people aged 5-21	\$2,000
Strathfield West Seniors	Tai-Chi and sit-down yoga classes	\$2,000
Cultural Diversity Network Incorporated	Creative Youth - youth art workshops	\$4,000
Friends of Symphonia Jubilate	Collaboration with Strathfield Symphony Orchestra for an Outdoor Community Concert	\$5,000
Homebush West Public School P&C Association	Musical Extravaganza	\$4,000
Integricare Preschool Strathfield	Outdoor musical instruments	\$2,000
St Merkorious Charity	Art class for homelessness	\$4,000
Vanni Hope	Shivan School of Dance performance	\$3,000
TOTAL		\$46,000

Heritage Grants

The following grants were awarded in 2020-2021. Funding for the program was provided by Heritage NSW.

Location	Purpose	Grant amount
16 Florence Street Strathfield	Restoration of leadlight windows for a heritage listed item	\$4,850
2-4 Carrington Ave Strathfield	Repairs to a heritage item	\$3,000
TOTAL		\$7,850

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*. The audited and finalised statements were adopted by Council on 29 November 2021 and lodged with the Office of Local Government. 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 2020 to 30 June 2021, a total of \$908,631 expenses were incurred in relation to legal proceedings. This was made of:

Legal expenses: planning and development	906,416
Legal expenses: debt recovery	2,215
Legal expenses: other	0
TOTAL	\$908,631

The outcomes of actions against or commenced by Council are set out in tables below:

Actions against Council

Matter	Outcome
Merlino Property Investments v SMC - 14 Dunlop St, Strathfield Sth	Settled
Liquid Design Pty Ltd v SMC - 18 Marlborough Rd, H/bush West	Settled
Sandhub v SMC-6-8 Dunlop St, Strathfield	Settled
Beresford Childcare v SMC - 108 Beresford Rd, Strathfield	Appeal Upheld
GM Architects v SMC - 55-57 Abbotsford Rd, Homebush	Appeal Dismissed
William Sleiman v SMC – 61 Oxford Rd, Strathfield	Appeal Dismissed
Nameer Abdullah v SMC – 12-14 Elwin St, Strathfield	Appeal Dismissed
Corona Projects v SMC – Suite 1, Building 1, 81-86 Courallie Avenue, Homebush West	Settled
Columbia Lane Development Pty Ltd v SMC –11-17 Columbia Lane, Homebush	Settled
Hoda Pty Ltd v SMC – 61 Broughton Road, Strathfield	Settled
Samir Saade v SMC – 14 Marlborough Road, Homebush West	Settled
Nicholas Lysenko v SMC – 13 Victoria Street, Strathfield	Settled
MJ Holdings 1 Pty Ltd v SMC – 2 Eastbourne Road, Homebush West	Settled
Sarah Malass v SMC – 27 Boden Avenue, Strathfield	Ongoing
Bonita Ko v SMC – 6 Heyde Avenue, Strathfield	Settled
Shireen Mayat v SMC – 47 Bareena Street, Strathfield	Matter Discontinued
Vernor Pty Ltd v SMC – 9-13 Beresford Road, Strathfield	Matter Discontinued
BR Building Services Pty Ltd v SMC – 50 Noble Avenue, Strathfield	Settled
Rod Zoby Group Pty Ltd trading as ZTA Group Pty Ltd v SMC – 84 Park Road, Homebush	Settled

Actions commenced by Council

Matter	Outcome
SMC v Aussie Skips Pty Ltd	Ongoing

Council carries out enforcement including legal action where required. During 2020-2021, there were a total of 14 Local Court matters involving Council where the offender elected to have the matter heard in Court. There were 18 proceedings in the Land & Environment Court.

Planning Agreements Compliance and Effects

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

There were no planning agreements were in force in the year 2020-2021.

Privacy and Personal Information Protection Act Report

(Privacy and Personal Information Protection Act 1998)

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

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

There have been no privacy applications or requests for review lodged during 2020-2021.

The number of Internal Review Applications lodged during 2020-2021	0
The number of Internal Review Applications finalised during 2020-2021	0
The number of matters proceeded to the NSW Civil and Administrative Tribunal	0

Public Interest Disclosures

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

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

The reporting period under the Regulation is July 2020 to June 2021.

Requirement	Number
Number of public officials who made Public Interest Disclosures	0
Number of Public Interest Disclosures received	1
Of the Public Interest Disclosures received, the number primarily concerned:	
• Corrupt conduct	1
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
Number of Public Interest Disclosures finalised	0

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

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

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

Rates and Charges Abandonment

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

Rates and annual charges totalling \$1612.21 were abandoned during 2020-2021.

Senior Staff Remuneration

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

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

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

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

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

Swimming Pools Act 1992

(Swimming Pools Act 1992 and Swimming Pool Regulation 2018)

Requirement	Number
Number of inspections of tourist or visitor accommodation	0
Number of inspections of premises on which there more than 2 dwellings	1
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pool Act 1992	15
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pool Regulation 2018	10

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 2020-2021 levied the charge at:

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

Annual income from the Stormwater Management Charge in 2020-2021 totalled \$314,131 with the amount of \$555,000 carried over from the previous period as works were deferred from previous years.

A total of \$139,000 was expended on capital works, repair and maintenance. The primary works completed include The Boulevard Drainage works

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 2020-2021.

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 2017-2021 was presented to the final Council meeting on 2 November 2021 before the December 2021 Council election. The report is published as an attachment to this Annual Report.

Reporting On Progress

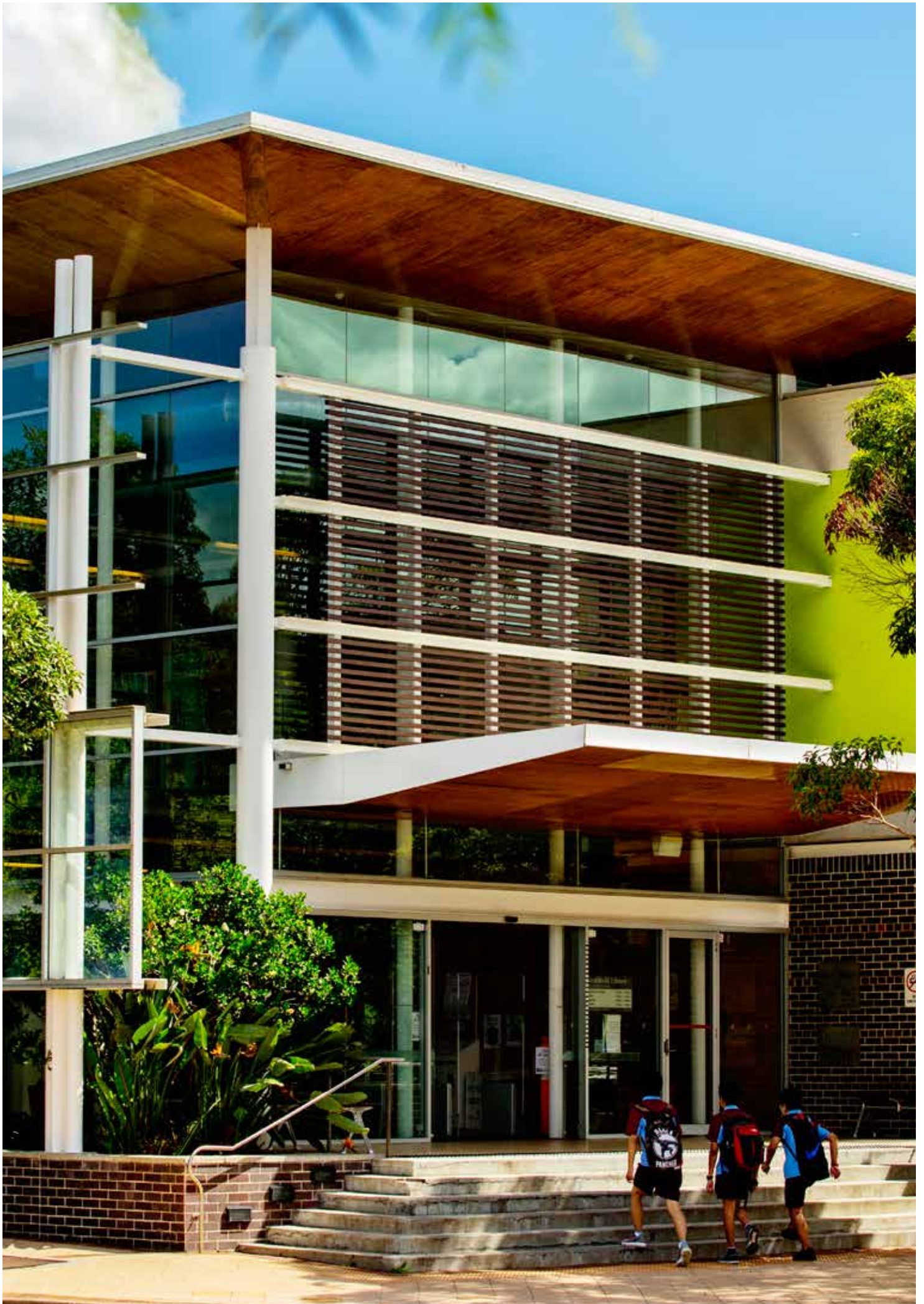
The Annual Report provides a report on Council's progress towards implementation of the Delivery Program and actions outlined in the annual Operational Plan 2020-2021. These plans were developed to support the themes set out in the Community Strategic Plan (CSP) 'Strathfield 2030'.

The five themes are:

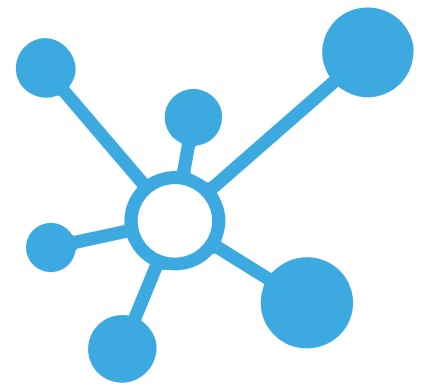
- Connectivity
- Community Wellbeing
- Civic Pride and Place Management
- Liveable Neighbourhoods
- Responsible Leadership

Six-monthly Delivery Program progress reports were presented to Council meetings for the periods July to December 2020 and January to June 2021, which detail progress against actions in the Operational Plan 2020-2021.

This Annual Report highlights achievements under the Community Strategic Plan themes in 2020-2021.



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

1. Plan infrastructure and assets to meet needs of growing population
2. Deliver infrastructure and assets to meet community needs

GOAL

2

Connected and integrated transport networks

Strategies

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

GOAL

3

Transformed and connected information and services

Strategies

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

Achievements

- Continued transformation of Hudson Park with installation of new facilities
- Upgraded Bus Shelters throughout Strathfield LGA
- Sports lighting at Strathfield Park, Strathfield and Cooke Park, Belfield
- Opening of new Strathfield Park pavilion
- Installation of new fitness equipment at Airey Park, Freshwater Park and Dean Reserve
- New Cricket Practice Wickets at Freshwater Park
- New park at Crane Street Homebush

Highlights 2020-21

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. In the last few years, the Council has delivered new or upgraded parks and sportsgrounds across all suburbs in the Strathfield Council area. In this financial year, new and upgraded parks and recreation facilities were delivered at Hudson Park, Strathfield Park, Freshwater Park and Airey Park.

Connected and Integrated Transport Networks

Council spent \$4.396 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. In 2020-2021, Council met the State Government financial benchmarks relating to asset maintenance, renewal ratios and infrastructure backlogs.

The Strathfield Connector Bus is a community bus service that runs across the LGA providing transport connections and assists in reducing traffic congestion and vehicle use. Council operates two

routes which service the north and south of the LGA and a tracker of the position of the bus in 'live-time' is available on Council's website. Due to impact of COVID, timetables were altered as people movement reduced affecting demand, however over the 201-2022 year, a total of 153,00 passengers used the service,

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

Transformed and Connected Information and Services

A key goal of the Community Strategic Plan is to connect and engage with information and services across multiple platforms.

Council provides a website with up to information on Council services, events and programs. In 2020-2021, the Council website attracted a total of 693,525 visitors. There was a general increase in social media activity. Council posted a total of 542 social media posts. Council promoted a number of initiatives including World Mental Health Day, Get Prepared App, Women's Health Week, Road Safety as well as notifications of events, consultations, plans and programs.

Council utilised a wide 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, was published on a weekly basis. A total of 62 issues were published in 2020-2021 including weekly and on-off special editions. E-News includes information on major projects, events, proposed plans and works, community news and historical features. Four printed quarterly newsletters were issued on request.

As a result of COVID-19, efficient online services to deliver information, participate in meetings and deliver services such as online programs was critical to continuing Council's operations. Council meetings moved to an online delivery that was live broadcasted enabling all members of the public to watch Council proceedings from their homes or remote locations. Council provided a range of online services such as Council facilities booking system, on-call waste service bookings, library catalogues, Connex Bus online tracking and Community Directories.

Activity	2017-2018	2018-2019	2019-2020	2020-2021
No of Visits to Council website	757,639	765,068	786,671	693,525
No of Facebook page likes	4,809	5,655	5,879	7,432
No of Twitter followers	448	505	565	585
No of Instagram followers	-	642	1,100	1,307
No of LinkedIn followers				1,958
No of YouTube likes				121

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



Community Wellbeing Theme



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

GOAL

1

Socially cohesive and connected communities

Strategies

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

GOAL

2

Healthy and active communities

Strategies

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

GOAL

3

Safe and accessible places

Strategies

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

Achievements

- Coordinated COVID-19 safety plan to curtail spread of pandemic in community and across all Councils operations
- Delivered range of community education and health programs
- Worked with local Police to address community safety issues and safety audits
- Launched online Community Directory and Discover your Council booklet
- Monitored CCTV at key 'hot spots' and town centres to support community safety
- Provided day and night ranger patrols of Strathfield Council area

Highlights 2020-2021

Healthy and Active Communities

Council provides a wide range of community and recreational facilities to enable all members of our community, irrespective of age, to boost both their physical and mental wellbeing. Council provides sportsfields, playgrounds, courts, outdoor gyms and walking tracks for formal sport and informal recreation and supports a range of recreational and leisure programs.

COVID-19 measures have restricted access to facilities at different times during the last year, which affected formal sports competitions and informal recreation activities. However, Council ensure that access to open space and parks was provided to enable access to exercise and open space. Where access was affected, Council moved community programs to online delivery and as restrictions eased, Council reintroduced programs and worked with clubs and organisations to return to using sportsfields with new COVID-19 procedures to maintain high levels of safety.

Council managed formal use of sportsgrounds, parks and facilities and manage licencing, leases and casual and regular hire arrangements. Council renegotiated fees with clubs and schools booking facilities and provided discounts where necessary to assist hirers.

Socially Cohesive and Connected Communities

Council provided support and coordinated community giving campaigns for Share the Dignity and local charitable programs such as St Paul's Anglican Homeless Pantry and St Merkorious Charity which provide food and support in the local area for people in need. The Winter Food Appeal was held in July to August 2020 with donations of non-perishable goods.

Due to COVID measures, many of Council's volunteer programs did not operate during 2020-2021.

Council's community grants program operated annually providing support to local community organisations providing financial assistance for local programs and initiatives. A total of \$46,000 was allocated to community grants.

The Discover Your Council book was created for new settlers in the area to give them more information about Council's role in the community. Council also launched the new Community Directory on the Council website to provide easier access for the community to find local services.

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

Council celebrated the Seniors Festival with a free concert on 15 April 2021 in the Strathfield Town Hall. Classes such as Zumba and Yoga were held at the Strathfield Community Centre.

Council's Youth Engagement Advisory Committee, now known as the Strathfield Collaborative Youth Group oversaw Youth Week events such as the Youth Week 2020 Film Fiesta. The involvement of local youth were integral in organising and running White Ribbon and then International Day for the Elimination of Violence Against Women events and initiatives. The ROAR exhibition of Art from Year 9 and 10 students was scheduled for June 2021 but delayed due to COVID

Youth Drop-In commenced in April 2021 at the Strathfield Library & Innovation Hub for games, music and social activities.

Safe and Accessible Places

Council's Community Safety Strategy 2020-2024 identifies the key areas of offences in the Strathfield Council area and actions to address these key areas. These include Fraud, Steal from Person and Malicious Damage to Property. In collaboration with the local Police command, Council undertook a number of projects and consultations including safety audits at Albert Road, Beresford Road, Cooke Park, Station Street and Homebush Station entrance (north side) in 2020-2021 which identified actions to improve safety by design. Council staff regularly attended Community Safety Precinct Committee (CSPC) meetings to discuss local community safety issues.

A new flag system was established in partnership with Department of Communities of Justice and Wesley Mission to count and monitor rough sleepers.

Council maintained CCTV surveillance program in town centres, major parks and hotspots to support community safety. CCTV footage was also utilised in assisting Police in investigating incidents.

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

1

Engaging and activated public places

Strategies

1. Revitalise Town and Village Centres
2. Support productive and well managed local businesses

GOAL

2

Creative and cultural community

Strategies

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

Achievements

- Upgrade of the Homebush Town Centre
- Plan prepared for upgrade of Strathfield South Town Centre
- 80% of local food businesses received 'Scores on Doors' certificates indicating high standards of food safety
- Australian citizenship conferred on 340 residents

Highlights 2020-2021

Engaging and activated public places

Strathfield's Town Centres provide shopping, services and transport as well as places for the community to meet and connect. In the past few years, Council has been upgrading its town centres to improve streetscapes, traffic flows and parking. In 2020-2021, the Homebush shopping centre was upgraded with improvements to the pavements on Rochester Street and Burlington Road. Planter beds, bins and benches were installed. Changes to traffic flow and parking were made including conversion of Burlington Road to increase parking spots and traffic flow. Roundabouts were installed at intersections at Rochester Street/Burlington Road and Rochester Street/The Crescent. Plans for upgrading the Strathfield South Town Centre were consulted in August and September 2020.

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

All streets in the Strathfield LGA are regularly swept by street cleaners to improve cleanliness and to improve the quality of waterways by managing stormwater pollution from street gutters. In 2019-2020,

Strathfield's street sweeping service cleaned on a three week cycle or more frequently as required eg seasonal leaf drop periods, heavy leaf litter and emergency operations. A total of 502 tonnes off leaves and other litter from street gutters, main roads, traffic islands town centres etc. collected in 2020-2021.

Since the launch of the Return and Earn at Strathfield Town Centre, over 18 million containers made from glass, plastic, aluminium, steel and liquid cardboard (cartons) have been collected, which reduces containers from general litter. During 2020-2021, over 5 million containers were collected by Return and Earn.

Council implemented its food safety program successfully in 2021-2022, which included inspections of a total of 187 food shops, 10 childcare centres, 11 school canteens and 4 mobile food vans inspected. 80% of all business achieved a rating of three stars (out of five) which met the Council target and resulted in awarding of 'Scores on Doors' certificates to business that achieved this result at the end of routine inspections.

Council carefully monitored businesses which failed to meet standards and investigated 19 food related complaints. A total of 33 improvement notices, 8 warning letters, 6 penalty infringement notices, 2 prohibition orders and 1 prosecution were prepared.

Targeted education was undertaken onsite at premises that were subject to fines or improvement notices. Council's inspectors assessed local businesses COVID-19 Safe Plans and their compliance with the Plan. Premises that do not have a plan, or the plan is deficient were given a warning and the Plan was reassessed shortly after. Premises with insufficient plans at re-inspection were forwarded to NSW Police for further action.

Council provides businesses the opportunity to utilise footpaths for trading and alfresco dining. Over 2020-2021, there were 31 businesses in the LGA providing alfresco dining and 11 footpath approvals. To assist businesses affected by COVID, Council negotiated reductions in fees.

Creative and Cultural Community

The upgraded and refurbished Strathfield Library and Innovation Hub opened in July 2020. The upgrade delivered comfortable and engaging spaces to enhance learning and information sharing. The facility now includes an exhibition square, multi-purpose space, children's area, internal study stadium, computer lab and open meeting quarters. A grant was received from the State Library to purchase technology equipment including laptops, Mac computers and software and a 3-D printer. An 80Kw solar panel system was installed at the Strathfield Library and Innovation Hub in May 2021.

Visitation rates to the Library declined in comparison to previous years due to implementation of COVID-19 measures which required periods of closure or reductions of opening hours. This also affected loans and Wi-Fi or computer sessions at the library. Despite these restrictions, the library continued to provide services including loans of library materials via the library locker system as well as provision of online services. An additional library locker was added in December 2020 at Homebush.

Library activities	2017-2018	2018-2019	2019-2020	2020-2021
Library visits	262,750	246,146	121,458	64,008
Number of loans of library materials	234,489	230,958	121,759	94,150
Number of Wi-Fi sessions at libraries	106,389	86,925	47,280	24,877
Computer sessions held at libraries	32,302	29,241	14,449	2,374
Total numbers of library members	18,413	18,611	19,891	21,544
% of library members - Strathfield resident	73.80%	70.4%	70.7%	69.4%
Home Library visits	161	180	158	146

The library service provided community programs such as Storytime, Bub's Club, Book Club and volunteer JP services. When in-person services were cancelled due to COVID, where possible online programs such as Singalong were provided.

The new Ironbark Gallery hosted a number of exhibitions which included Erika Cholich – Gilded Perceptions (Oct-Dec 2020), Beyond Sight: Lea Kannar-Lichtenbeger (Feb-April 2021) and Strathfield Answers the Call 1914-1918 WWI exhibition (April-June 2021), an exhibition presented by Strathfield Council and the Strathfield-Homebush District Historical Society. 'ROAR' an exhibiton of art from local Year 9 and 10 students was scheduled for June 2021, but cancelled due to lockdown. A video of the exhibition was available on Council's website and shown later in 2021.

Building Community and Social Cohesion

Strathfield LGA is a place of high levels of migrant settlement, however in response to COVID impacts, ceremonies were held on a frequent basis utilising online and in-person sessions. Council held fourteen small citizenship ceremonies from July 2020 to June 2021 and welcomed 340 new citizens into our community. The grantees came from many different countries reflecting the diversity of our community.

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. Many of Council's regular events were disrupted or cancelled due to COVID-19 restrictions such as the Strathfield Spring Fair and Cooks River Fun Run. However, International Women's Day Morning Tea (March 2021), Homebush Village Mini Fair (May 2021) and Lunar New Year (February 2021) proceeded.

Christmas in Strathfield was celebrated by Festive decoration in town centres over the Christmas/New Year period. Due to COVID measures, Council organised and filmed a Virtual Christmas Carol celebration featuring a number of performers, which was available on Strathfield TV on YouTube. Christmas Trees were installed in the Strathfield, Homebush West and Homebush Town Centres and the Council Chambers on Redmyre Roads. High visibility streets were also adorned with lights and decorations.

With participation of the Cumberland RSL Sub-Branch, Council held ANZAC Day Memorial Services at Davey Square on April 25 2021 and Remembrance Day Services on 11 November 2020.

In October 2021, Council planted a cedar tree at Strathfield Park this morning in memory of the lives lost during the Beirut explosion in August. A Condolence Book containing messages of sympathy, faith and hope from the Strathfield community was also presented by the Mayor to Mr Charbel Macaron, Consul General of Lebanon in Sydney.





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

1. Strategies

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

GOAL

2

Clean, attractive and well maintained neighbourhoods

Strategies

1. Reduce waste and improve reuse and recycling
2. Maintain and enforce clean public areas and health standards

GOAL

3

Thriving and resilient environment

Strategies

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

Achievements

- Determination of 269 development applications valued at \$358 million
- Smoking prohibited in the Homebush Town Centre and extended in the Strathfield Town Centre
- Street tree planning program reactivated
- Over 18 million recyclable items collected by the Return and Earn vending machine

Highlights 2020-2021

Quality, Liveable and Sustainable Urban Design and Development

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

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

aspirations and informed by the Community Strategic Plan 'Strathfield 2030'. The LSPS sets out 115 actions with 53 allocated to an immediate timeframe. Of these 28% have been either completed or commenced. The remainder are scheduled for the 2021-2022 year. Of these completed or commenced:

- 18% contribute towards infrastructure and collaboration
- 39% contribute to Strathfield's liveability
- 25% contribute to the productivity of the LGA
- 24% work towards achieving Sustainability outcomes.

Progress was made on the preparation of the Strathfield Local Environmental Plan (LEP) 2021. A number of studies were initiated which together with extensive community consultation provided direction for the new LEP. The Community Participation Plan was amended in October 2020.

As a Sydney metropolitan area, Council is required to address NSW Government regional plans, population and housing future population targets in its land use planning. In 2020, Council prepared a Local Strategic Planning Statement (LSPS) to set out strategies and actions for land use planning for the next 20 years to address community aspirations. Of the actions set out in the LSPS, 28% has been completed or commenced. A new Local Environmental Plan was prepared in 2021 guided by the LSPS and supported by a range of land-use, economic and social studies.

From July 2020, all planning applications required electronic lodgement via the NSW Government Planning Portal. The Local Planning Panel is comprised of a chairman, independent expert member and a community representative and met on a regular basis to consider planning and development matters.

Most of the development assessed and approved was residential development, this included alterations and additions, ancillary development, new dwelling houses, multi-dwellings and some residential flat buildings (RFBs). There has been steady increase of the number of applications being received and assessed. There was a reduction in the amount of Commercial/Retail/Office applications in the 2020 to 2021 period.

In the 2020-2021 period, 269 Development Applications were received with an estimated value of over \$358M. A large mixed use development at 11-12 Columbia Lane added to the high estimated cost value for the 2020-2021 period, being valued at over \$132 million. During the 2017 to 2021 another significant portion of development applications were included under the heading 'other'. These applications include tree removals, ancillary development and other items that cannot be categorised as Commercial, Industrial or Residential.

Development Determinations and Value of Development

Type	2017-2018	2018-2019	2019-2020	2020-2021
Development Applications determined	152	173	246	269
Value of Development Applications	\$212,902,288	\$187,444,643.33	\$170,369,239	\$358,397,634
Section 96 Applications determined	84	51	60	81
Residential – alterations and additions	\$3,462,900	\$15,576,336	\$94,019,467	\$16,076,784
Residential – new dwellings	\$31,588,260	\$54,670,991.86	\$31,827,805	\$56,107,942
Residential – multi-unit	\$45,846,801	\$984,529	0.00	\$188,816,305
Residential – other	\$28,684,330	\$36,648,518.17	\$16,061,059	\$31,270,254
Mixed use	\$50,738,254	\$49,177,963	0.00	0.00
Commercial/Retail/Office	\$23,353,443	\$7,579,449	\$8,546,607	\$1,847,579
Community Facilities	-	\$18,733,282	\$9,259,017	0.00
Industrial development	\$10,222,477	\$7,515,561.30	\$9,458,921	\$17,227,257
Other	\$26,949,778	\$43,202,344	\$464,500	\$42,567,046
Subdivision			\$271,863	\$245,500
New Second Occupancy			\$330,000	\$2,064,363
Infrastructure			\$130,000	\$651,604
Subdivision			\$271,863	\$245,500
New Second Occupancy			\$330,000	\$2,064,363
Infrastructure			\$130,000	\$651,604

Clean, Attractive and Well Maintained Neighbourhoods

Between 1 July 2020 and 30 June 2021, Strathfield's Return and Earn Reverse Vending Machines collected a total of 5,249,778 recyclable containers/packages. Total collection since the beginning of the program added up to 18 million items.

Council provided weekly garbage, fortnightly recycling and green waste collection to residential households in the Strathfield Council area. There was an annual collection of an estimated 623,012 domestic waste bins (up from 473,564 in 2020), 311,506 recycling bins (203,580 in 2020), and 175,318 green waste bins (104,364 in 2020).

Council also provides a waste and recycling service to multi-unit dwellings. In 2020-2021 Council collected 5,493.83 tonnes of general waste and 842.4 tonnes of recycling waste from MUDs.

A total of 10,206 tonnes of domestic waste was collected from Strathfield LGA households in 2020-2021, this was an increase from 9,899.68 tonnes in 2019-2020 and 9,631.3 in 2018-2019.

Green waste collections totalled 2,451.26 tonnes which was an increase from the 2319.56 tonnes collected in 2019-2020. A total of 2,163.7 tonnes was collected in recycled waste compared to 2176.74 tonnes in 2018-2019 and 2283.56 tonnes in 2019-2020.

Residents are able to pre-book 3 free Council clean up collections (2m³ each) from <https://cleanup.strathfield.nsw.gov.au>. In 2020-2021, there were 7,556 bookings for the Council clean-up collection service. A total of 1,199.38 tonnes collected. This was higher than the prior year 2019-2020 of 7120 collections and 1,082.68 tonnes of waste.

A total of 36% was waste diverted from landfill. This is a slight decrease from the 37% diversion rate in 2019-2020.

Waste	2017-2018	2018-2019	2019-2020	2020-2021
Total waste materials diverted from landfill (tonnes)	4745	4590	5853	5851
% diversion from landfill	31%	35%	37%	36%
Total waste sent to landfill kg/per person	211kg	238 kg	215.21kg	217.62kg
Average recycling kg/per person	335kg	102kg	345kg	122.5kg
Waste bins – no of collections/per year	460,876	472,524	473,564	623,012
Total domestic waste collection (tonnes)	9229.38	9631.3	9899.68	10,395
Recycling bins – no of collections/per year	396,604	202,202	203,580	311, 506
Total recycling waste collected (tonnes)	2287.1	2176.74	2283.56	2163.70
Green waste bins – no of collections/per year	205,192	104,000	104,364	175,318
Total green waste collected (tonnes)	1885.4	2220.8	2319.56	2451.26
% domestic waste as total waste	69%	69%	63%	64%
Illegal dumping (number of dumps)	1700	1861	985	1166
Clean up (on-call) – no of services	7800	8996	7120	7556
Clean up service (tonnes)	1199.86	1096.4	1080.94	1,199.38

Council identified recurring waste issues relating to multi-unit dwellings (MUDs) which included contaminated and overflowing waste bins and illegal dumping. A database was developed with updated information on strata managers, building managers and cleaners at those addresses. Waste guidelines were issued to all strata managers with access to multi-language waste education signs. Strata managers were advised that properties would get three formal warnings, prior to issue of an Infringement Notice. Following issue of formal warnings, MUDs compliance with Council's waste guidelines improved.

Council implemented a specific program to reduce litter on Homebush West Industrial Area, supported by a NSW EPA Council Litter Prevention Grant. Council achieved a 92% litter item reduction and 99% litter volume reduction in Industrial Area. There was a 69% litter item reduction and 97% litter volume reduction in residential areas around Sydney Markets.

Using an integrated approach, Council established a clear baseline and goals, identified key stakeholders and determined actions improving education, awareness, infrastructure and enforcement. Partnership with Sydney Markets and six other businesses guaranteed ownership and area maintenance. The ICO program provided litter collection from people doing community service. State Agencies were engaged to maintain fences and nature strips on their land. Several Strata Management companies (comprising 434 units) were engaged to inform and educate residents. "Don't Be a Tosser!" campaign resources were used and adapted, enhancing awareness about litter issue and advertising on desired behaviour.

Council explored other ways to collect waste in order to divert from landfill disposal. Council installed recycling hubs for clothes, e-waste, light globes, batteries, printer cartridges, CDs/DVDs, mobile phones and x-rays at Bates St Community Centre and High Street Community Centre. A total of 2.77 tonnes of waste was collected from recycling stations.

An event called 'Strathfield Recycling Day' was held in April 2021, instead of the usual annual e-waste event. Stakeholders like charities and recycling contractors were engaged to provide solutions to reuse and recycle furniture, e-waste, clothes, bikes, toys, white goods, mattresses and others. There was a significant increase of attendance to Recycling Day (357 vehicles instead of 110 vehicles) and waste collected 15.3 tonnes up from the 8.2 tonnes from previous e-waste event.

Council also promoted other events to increase recycling such as Chemical Clean Out Event in November 2020, together with NSW EPA, in November 2020 as well as ongoing, unlimited free household items collection by The Bower Reuse and Recycling Centre to all residents. Clean up Australia was held on 7 March 2021.

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.

Green tree canopies are crucial in providing vital shade that reduces ambient temperatures and mitigates the urban heat island effect. They extend habitat, increase biodiversity and improve air quality by removing fine particles from the air and trees mitigate the impact of climate change, acting as a storehouse for carbon dioxide.

Approximately 9% of the Strathfield LGA is open space, which is utilised for parks, reserves and for the conservation of environmentally sensitive areas such as Mason Park wetlands and Coxs Creek Reserve. The estimated tree canopy of the Strathfield LGA is 17% (NSW Planning, Industry and Environment 2019). However, there is considerable variation within the LGA of tree canopy coverage ranging from higher coverage in parks and reserves such as Coxs Creek Reserve (67%) and Ford Park (57%) to very low coverage of under 10% in the industrial areas of Strathfield South, Greenacre and Homebush. The tree canopy includes remnant trees and vegetation as well as exotic ornamentals and the native rain forest trees on public and private property.

It is estimated that there are over 12,500 street trees and 40,000 trees in parks of varying species and ages in the Strathfield LGA. To improve Strathfield's tree canopies, over 2,000 new trees have been planted in areas such as Powells Creek, Hudson Park and along the Cooks River.

To improve street tree coverage in Strathfield, a program involving planting of 443 new trees throughout the Council area was implemented in 2020-2021. The transformation of Hudson Park from a golf course into a park also provided an opportunity to increase tree coverage by an estimated 1400 new trees. Many local native plant species of trees and vegetation were used for plantings in parks, roadways, natural areas and gardens.

Council launched the project 'Breathing Green Life Into Industrial Areas' in Bellfrog Street, Greenacre. The project involved a partnership between Council and Macquarie University to road test 15 species of trees, not commonly used in a street environment, to determine which will perform well in the projected heat and environmental conditions of the future. The project is an Australia first and is funded by the Greening Our City grant program.

Strathfield Council partnered with the City of Canterbury-Bankstown in development of the Metropolitan Greenspace Project.

Pollution Reporting

During the 2020-2021 year, Council received and investigated a total of 100 pollution complaints.

Pollution type	2020-2021
Water Pollution	29
Air pollution, dust and odours	16
Light Pollution	0
Noise pollution	55
Land pollution	0
TOTAL	100

Common water pollution complaints related to pollution in the Cooks River, sewer overflows, spills to waterways etc. Air pollution complaints also include complaints about odour and dust which include industrial sites and building sites, as well as some residential complaints regarding smoky chimneys, BBQ use and backyard burning. Noise pollution comes from a residential, industrial and construction premises, of the 55 reported, 13 were from building sites, some relating to working outside of approved hours. Residential complaints commonly are from music and/or parties late at night. Industrial complaints usually relate to noisy machinery and time of use.

Council representatives attended meetings of concerned with monitoring the air quality from ventilation stack tower from the WestConnex motorway at Homebush.

Public Health

Council conducts annual inspections of skin penetration premises that conduct procedures such as waxing, manicure, pedicure, cosmetic tattooing and skin piercing. Equipment such as cuticle cutters, nail clippers, lancets and tattoo needles that penetrate the skin are required to be sterilised in an autoclave before reuse.

All 13 skin penetration premises located in the Council area were inspected in 2020-2021. 30% failed their inspections and actions were taken including issue of 3 improvement and a warning letter.

Council inspects water cooling towers to verify towers have been maintained to a satisfactory standard of construction and cleanliness as control against Legionella. In 2020-2021, there were a total of 16 premises with Cooling Towers and 28 Cooling Tower Systems within the Strathfield Council area. Council inspectors audited records to ensure that routine activities including monthly water sampling, scheduled maintenance and cleaning were documented. 87% were found to be compliant on first inspection and 2 warning letters issued regarding non-compliances.

The Department of Planning, Industry and Environment collects data and reports on air quality concentration in the Greater Sydney Metropolitan area. 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. Air quality in the Strathfield LGA and surrounding areas was very good or good for 92% of the 2020-2021 year, which is a significant increase on previous years. This is mainly attributable to COVID-19 measures which resulted in decline of movement and particularly vehicle use. In the previous year, bushfires over the summer increased the number of hazardous days.

Air Quality (number of days) Strathfield LGA and surrounds

Year	Very good	Good	Fair	Poor	Hazardous	% Very Good-Good days per year
2020-2021	172	164	23	4	0	92% - 336
2019-2020	67	201	40	19	39	73% - 268
2018-2019	57	231	55	14	3	84% - 308
2017-2018	44	242	52	17	6	78% - 286
2016-2017	67	236	35	16	4	83% - 303
2015-2016	87	218	44	11	5	83% - 305

Resource Efficiency and Management

One of Council's goals is to encourage sustainability and resource efficiency, in Council's operations and in the general community. The emissions totals in 2019-2020 shows a general decline in the Strathfield LGA and across most suburbs, likely due to the impact of COVID measures.

Strathfield LGA Emissions (tonnes CO2-e) – per suburb

Suburb	2016-17	2017-18	2018-19	2019-20
Belfield	9826.667	7895.344	8043.858	8376.248
Greenacre	68476.46	67591.32	72594.44	63589.91
Homebush	143191.1	122661	130836.9	126823.7
Homebush West	100837.6	93511.38	95113.28	89767.55
Strathfield	137958.4	134994.7	133882.6	135442.7
Strathfield South	64601.65	83336.77	85042.83	85473.61
Total	524891.9	509990.5	525513.9	509473.7

Across all facilities of Council, the total energy use for 2020-2021 was 8,367.23 GJ. This represented a decrease from the previous 8,879.36 GJ in 2019-2020. This is partly due to the impact of COVID-19 on Council operations and activities, for example reduced building use and fewer bookings at Council facilities throughout the year. To reduce energy consumption, solar system was installed in Strathfield Library as well as installation of energy efficient lighting in various locations.

Strathfield Council Facilities – Energy Consumption

Year	Consumption (GJ)
2016-2017	10,032.23
2017-2018	9,933.97
2018-2019	10,070.86
2019-2020	8,879.36
2020-2021	8,367.23

The most recent water consumption statistics for the Strathfield LGA are for the 2019-2020 financial year. The major increase occurred in the suburb of Homebush West, while there were reductions in suburbs such as Belfield, Strathfield and Strathfield South. The increase is likely attributable to increases in population and housing growth.

Water consumption in Strathfield LGA – kilolitres (kL) per suburb

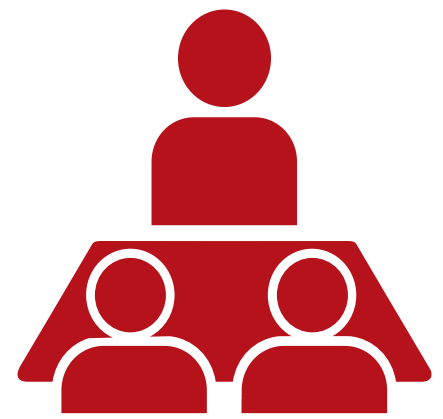
Suburb	2016-17	2017-18	2018-19	2019-20
Belfield	121,181	131,870	123,045	114,498
Greenacre	437,121	386,445	399,792	354,785
Homebush	1,118,817	1,185,991	1,214,687	1,258,955
Homebush West	746,991	751,809	754,682	1,007,155
Strathfield	1,954,239	2,209,097	2,097,060	2,028,069
Strathfield South	575,144	595,713	598,053	574,242
TOTAL	4,953,494	5,260,927	5,187,321	5,337,706

During 2020-2021, use of water in Council facilities including parks and sports fields totalled 24,457kL, which was a reduction of over 10,000kL from the previous year. This result is partly due to impact of COVID restrictions which reduced use of sportsfields, however there has been a general reduction in water use in Council facilities since 2018-2019. This is mainly attributable to reductions of water use in key facilities such as Hudson Park, which was converted from a golf course to a park. Hudson Park Golf Course recorded monthly water usage in June 2018 of 3422kL and in June 2021 recorded 160kL. The June 2021 occurred during a lockdown period, however overall this indicates a significant potable water saving from the park's change of use.

Strathfield Council Facilities – Water Consumption

Year	Consumption (kL)
2016-2017	68,653
2017-2018	76,984
2018-2019	66,284
2019-2020	35,011
2020-2021	24,457

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

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

GOAL

2

Accountable Council performance

Strategies

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

Achievements

- Adoption of CSP 2021 including review of Operation Plan and Budgets, Workforce Management and Long-Term Financial Plans.
- Regular community consultation on major issues
- 2020 Council Performance Survey indicated high levels of satisfaction of Council performance.
- Successful implementation of best practice COVID-19 management planning and practices across all areas of Council operations and staffing

Highlights 2020-2021

Trust in Council's Leadership and Decision Making

Councillors are directly elected by the community and are the governing body of the Council. They 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 were offered and received ongoing development and access to training support their civic and council roles and responsibilities. Councillor briefing workshops and Planning Policy Working Party meetings were held regularly to provide briefings to support informed decision making.

The tables below record attendance of the Councillor during the 2020-2021 financial year. A total of 13 ordinary meetings were held from July 2020 to June 2021. The recorded meeting attendance was:

Councillor	Ordinary meetings attended 2020-2021	Extraordinary meetings attended 2020-2021
Councillor Matthew Blackmore	13	3
Councillor Anthony Doueih	13	3
Councillor Maryanne Duggan	12	2
Councillor Nella Hall	13	2
Councillor Stephanie Kokkolis	13	2
Councillor Karen Pensabene	13	3
Councillor Gulian Vaccari	13	3

A total of ten Traffic Committee meetings, four Audit, Risk and Improvement Committee meetings and seven Planning, Policy and Urban Design Working Party Committee meetings were held in 2020-2021.

The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public in the 2020-2021 year:

Committee	Delegates/Chair/Deputies
Cooks River Alliance	Cr Maryanne Duggan (Delegate). Cr Duggan was elected Chair 2020-2021
Traffic Committee	The Mayor (Chair) Cr Karen Pensabene (non-voting) Cr Nella Hall (Alternate)
Audit, Risk and Improvement Committee	Cr Nella Hall and Cr Maryanne Duggan
Local Area Command Committee	All Councillors are invited to attend

The following Chair and Deputy Chairs were appointed to Council Advisory Committees, Taskforces and Steering Committees for the 2020-2021 year:

Committee	Delegates
Youth Engagement Advisory Committee	Cr Kokkolis (Chair) Cr Pensabene (Delegate)



Promoted Inclusion in Decision Making

- Council and Council meetings were held on a regular basis and where required by COVID-19 social distancing mandates, meetings were moved online. The Council election was rescheduled from September 2020 to September 2021, but further delayed until 4 December 2021 due to COVID-19 impacts.
- Councillors were provided with training and ongoing development to assist them in meeting their civic and council roles and responsibilities.
- Councillor briefing workshops were held on a regular basis along with meeting of the Planning Policy Committee.
- A monthly video update of key issues from Council meetings was published on Strathfield TV, a channel on YouTube or via the Council website.
- Community engagement was conducted for major issues and projects
- Council's activities were regularly notified via website and social media. Direct notification via letter was issued to residents and ratepayers on matters of direct impact such as development and planning proposals
- Council's Community Panel, a group of randomly selected local residents, was maintained and membership updated. The Panel provides feedback on specific issues and projects to assist Council in decision making.

A 'Meet your Councillor' session from a mobile office was trialled in March 2021 at Strathfield Square to give the opportunity for the community to meet with a councillor and have their questions answered. Candidate information sessions for the 2021 Council elections were held on 29 May and 17 June 2021.

A new residents information evening was held on 28 April 2021 to welcome new residents to the Strathfield area. The information evening included an informative presentation, opportunities to answer questions and for new locals to meet their Councillors.

Workforce Planning

Council consistently provided the services the community expects in normal times, let alone for the difficult COVID-19 times. The Human Resources function facilitated and supported all of Council's service and functional areas.

Due to COVID, Work Health and Safety had a specific focus in support of decisions and strategies. This resulted in Council workplaces recording no COVID-19 infections, reductions in absenteeism, staff turnover and Workers Compensation Lost Time Injuries and accidents. Council's COVID-19 Management Plan and practice is still a best practice model that allowed Council to function at levels believed to not be seen elsewhere in the industry. Council implemented industry leading initiatives of compressed working hours (4 day/35 hour work week) across the organisation which has resulted in improvements in all HR metrics with no adverse impacts on service quality or quantity for the community.

In overview, during the past year Council:

- Continued to progress in aligning the general community demographics with employment of staff personnel from CALD groups.
- Had its' Work Health and Safety (WHS) practices and processes audited, which were found to be excellent. SafeWork NSW reviewed various elements of our WHS and Workers Compensation function and provided excellent feedback supporting how well Council has undertaken these functions.
- Negotiated with staff and workplace unions to bring about industry leading workplace arrangements (via a Registered Enterprise Agreement) that have resulted in improvements and benefits across all areas of Council.
- Has again engaged in co-operative handling of industrial relations issues between the industrial parties resulting in more engagement of staff to the Council and their roles.
- Is implementing enhanced Performance Management and Learning and Development platforms which will simplify documentation and processes towards continuous improvement, communication, feedback and reward and recognition.
- Reduced the staff voluntary staff turnover rate which improved continuity and consistency of operations and output and reflected improved staff satisfaction and commitment to the organisation.
- Has continued to adapt and respond to the challenges of the COVID-19 environment especially through overt staff support through small acts of recognition and thanks, EAP, flexibility in working arrangements, providing time for vaccination, testing, home schooling, TEAMS meetings and working from home arrangements etc.
- Focused on learning and development via on-line means and distance learning with the full training budget expended throughout the year. All staff had access to training opportunities and the budget was spread across all areas of Council.
- Received no complaints regarding any discrimination or harassment and engaged in respectful and considerate behaviours in all dealings with staff and other contacts.

Customer Services

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

Council's in-person service counter service was refitted and opening times varied to comply with COVID safe plans to ensure customer and staff safety. Over 2020-2021, Council's Customer Service team managed over 43,000 inquiries. There was a decrease in-person visits likely due to the COVID measures but a significant increase in calls. The grade of service was over 95% answering rate and customer satisfaction rate of 97%.

Activity	2017-2018	2018-2019	2019-2020	2020-2021
Calls to Council's Customer Service Centre	19,530	22,913	27,201	35,480
Visits to Council's Customer Service Centre	12,306	10,595	9,961	8,061

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.

Four Audit, Risk and Improvement Committee (ARIC) meetings were held in 2020-2021, which considered the outcomes from the audits conducted. The audits undertaken on key issues including Human Resources - Recruitment and Departures, Payroll (data analytics), Sports Grant T20 2020 Certification Review, Complaint Management, Development Applications. Council's Enterprise Risk Management Framework, Emergency Management Plan, Business Continuity Plan and the Sub-Plan - Pandemic Response and Recovery Plans for the organisation were reviewed and implemented to ensure that Council continued to be vigilant with the COVID-19 situation and requirements under the Public Health Orders.

Council achieved 97% compliance for statutory tasks listed in the Office of Local Government's 'OLG - Calendar of Compliance and Reporting Requirements'.





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