

2021-2022  
**Annual  
Report**



### Acknowledgment 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.

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# Introduction

The purpose of Strathfield Council's Annual Report 2021-2022 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 2021-2022 and to comply with the requirements of the Local Government Act 1993 and clause 217 of Local Government (General) Regulation 2021. This includes the 2021-2022 audited financial report, which is presented in a separate attachment to this report.

## Role of council

The *Local Government Act 1993* requires Council to:

- provide strong and effective representation, leadership, planning and decision-making.
- carry out functions in a way that provides the best possible value for residents and ratepayers.
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- manage lands and other assets so that current and future local community needs can be met in an affordable way.
- work with others to secure appropriate services for local community needs.
- act fairly, ethically and without bias in the interests of the local community.
- be responsible employers and provide a consultative and supportive working environment for staff.



Australia Day 2022



## Strathfield Community Vision

Strathfield community's long-term vision for the future of the Council area is:

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*“Located in the heart of Greater Sydney, Strathfield is highly connected to transport, education and employment. It’s culturally diverse and socially cohesive community is proud of its heritage and residential character, safe neighbourhoods, leafy environments and parklands. Strathfield is a place that embraces learning, culture, productivity and opportunity.”*

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## 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 & 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 General Manager

We are proud to present Strathfield Council's Annual Report for 2021-2022. The Annual Report is one of the key accountability mechanisms between Council and the Strathfield community. The report includes an overview of the Council's performance, achievements and statutory reporting for the past financial year.

This year signalled a number of significant changes at Strathfield Council. In December 2021, the voters of the Strathfield area elected a new team of Councillors which included Matthew Blackmore, Benjamin Cai, Raj Datta, Nella Hall, Sharangan Maheswaran, Karen Penesbene and Sandy Reddy. We also acknowledge the efforts of Strathfield's outgoing Councillors including Maryanne Duggan, Antoine Doeuhi, Stephanie Kokkolis and Gulian Vaccari who served from 2017 to 2021.

The COVID-19 pandemic which commenced in 2020 continued to impact on Council operations over the first half of the financial year including periods where the Strathfield LGA was locked down due to increasing numbers of COVID-19 infections and spread of the Delta variant. With the easing of restrictions in early 2022, most Council services returned to normal, though impacts may continue to be felt for some time in our local communities.



Cr Matthew Blackmore  
MAYOR

The new Council team has established new priorities for the Council focused on restoring good governance, providing quality customer services, improved communications, better environmental outcomes and community programs. These priorities are embedded in the new Community Strategic Plan 'Strathfield 2035' which was adopted in June 2022. The plan is underpinned by extensive engagement with our community and recognition of the changes and challenges facing the Strathfield area. The new plan provides strategic directions for the next ten years to address social, economic, environmental and civic leadership challenges and opportunities.

*“ In the next financial year, Council will continue to focus on delivering for our community and work towards securing our future financial sustainability, to ensure that the Strathfield Local Government Area continues to be a great place to live, work, play and visit. ”*

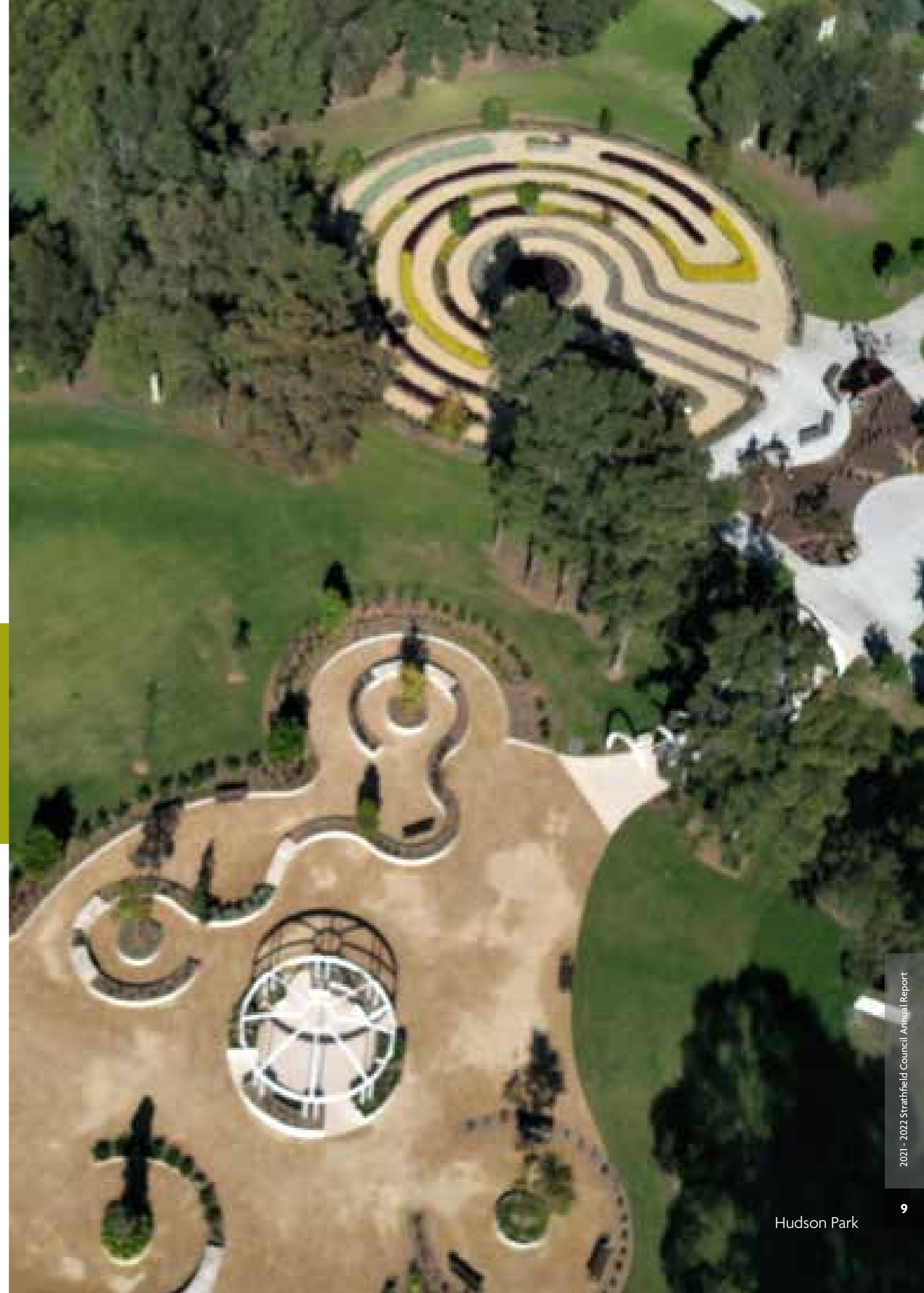
Following the election, Council reviewed the staff organisational structure in order to better align staff resources with organisational priorities and undertook a thorough review of its financial sustainability including a comprehensive review of its assets. Due to rising expenditure and reduced levels of income, Council's budget is increasingly under pressure, resulting in consistent annual operating deficits. At the current levels of income and expenditure, this is projected to continue into the future. Much of our focus over 2022-2023 year will be dedicated to mapping a path towards a financially sustainable future for Council.

and planning, public health, upgrades of roads and footpaths and local events to name but a few. Projects such as the upgrade of the Golf Driving Range at Hudson Park was finally completed and opened in 2022. Council also received a number of awards particularly for its environmental programs.

This report provides an overview of projects and services delivered in the previous financial year. In the next financial year, Council will continue to focus on delivering for our community and work towards securing our future financial sustainability, to ensure that the Strathfield Local Government Area continues to be a great place to live, work, play and visit.



Michael Mamo  
GENERAL MANAGER





Strathfield Train Station

# About Strathfield

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 Boulevarde 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 latest Census was held in 2021, while COVID measures restricted movements, and therefore, the population of 45,390 recorded lower than estimated in previous years.

## Strathfield Council

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The unincorporated area of Flemington (now Homebush West) was added to the Strathfield Council area on 19 February 1892. From 1892, the Council area was divided into three wards: Strathfield, Flemington and Homebush Wards. In 1916, wards were abolished and all Aldermen were elected by those eligible to vote. On 19 August 1930, parts of Homebush West were transferred from the Lidcombe Municipality to Strathfield Council. The former Municipality of Homebush was added to Strathfield Council on 25 May 1947. The west ward

of the former Municipality of Enfield was added to Strathfield Council on 1 January 1949. There have been two minor boundary adjustments. In 1953, Strathfield Council's south western boundary at Roberts Road Greenacre was altered when the site of the former Bankstown Sanitary Depot came under Bankstown Council control. In 1992, the western boundary of the Strathfield Municipality was adjusted involving land exchanges between Strathfield and Auburn Councils.

The term 'Alderman' was changed to 'Councillor' and 'Town Clerk' was changed to 'General Manager' with the implementation of the Local Government Act 1993.

Population  
45,390



Area  
13.9km<sup>2</sup>



Commuters/day  
10,000



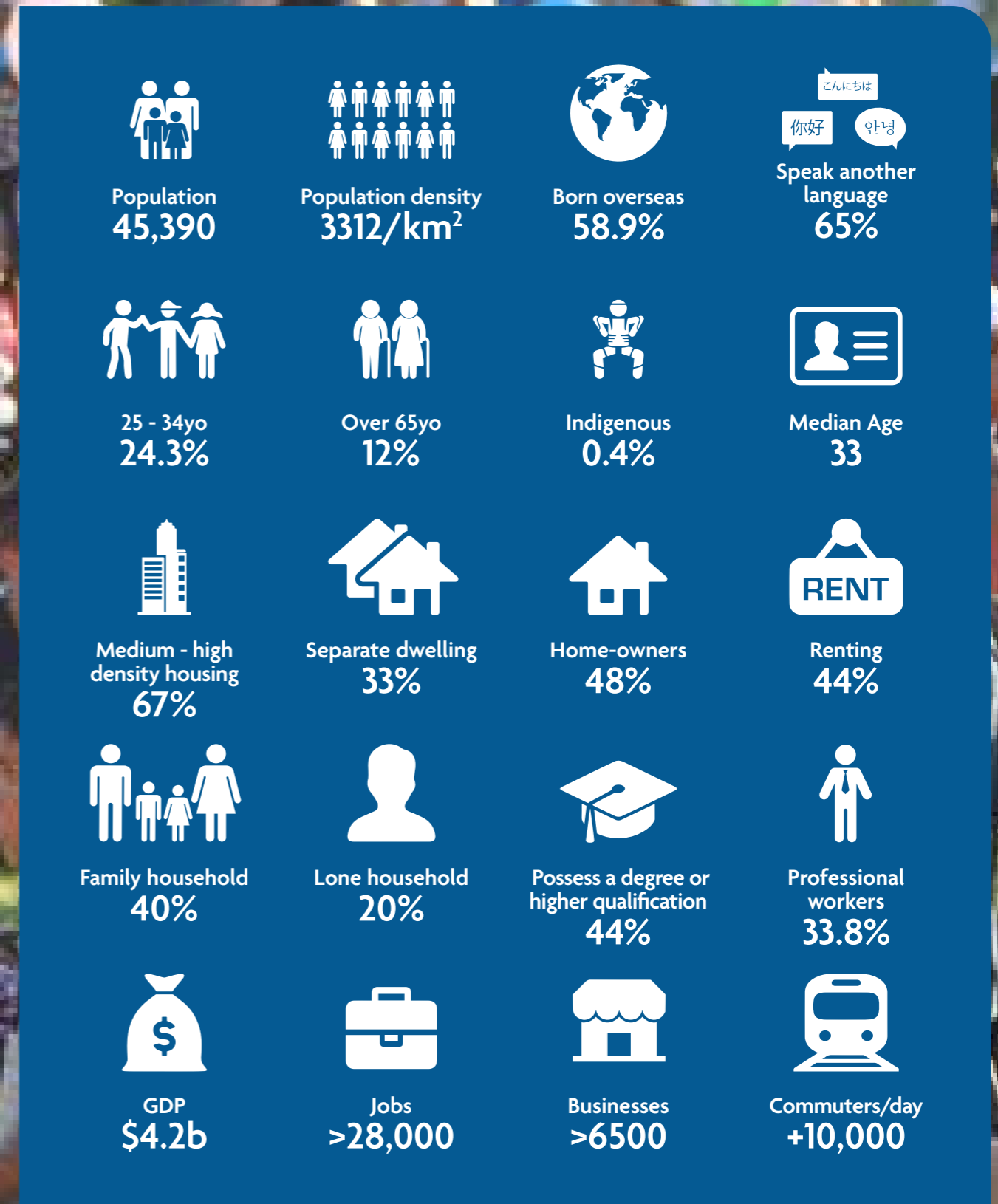
# Strathfield's Demographics

In 2021 the estimated resident population of Strathfield LGA was 45,390. Strathfield LGA has a population density of 3,312 persons per square km (2021). The LGA's medium age is 33 years. Those aged 25-34 years comprise 24.3% of the population and are the largest population segment. 12% of the population are aged over 65 years and 0.4% of the population are Aboriginal and Torres Strait Islanders.

67% of Strathfield's housing is comprised of medium and high density as compared to 46% in Greater Sydney. Whereas only 31% of housing is a separate dwelling as compared to 53% in Greater Sydney. 48% of Strathfield's residents either own or are purchasing their home and 44% are renting. Over 40% live in family households while 20% live in lone person households. The average household size in the LGA is 2.73 people.

The Strathfield LGA is a culturally diverse community with approximately 58.9% born overseas and 65% of residents speaking a language other than English at home including Mandarin, Nepali, Cantonese, Korean and Arabic.

The LGA has a GDP of over \$4.2 billion, over 28,000 jobs and more than 6,500 businesses. Over 44% of the residential population have a degree or higher qualification and 33.8% of residents aged over 15 are professional workers. More information on Strathfield Council's profile may be found on Council's website at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au)





# Awards

Awards and acknowledgments received by Council in 2021-22 include:



(Presented by Local Government NSW)  
*Natural Environment Protection and Enhancement: on-ground works – Division B*  
Strathfield Council: *Bring back the Bellfrog*



(Presented by Local Government NSW)  
*Behavior Change in Waste – Division B*  
Strathfield Council: *Don't be a tosser*



(Presented by Keep Australia Beautiful)  
*Habitat and Wildlife Conservation Award*  
– *Mason Park Wetlands Renewal*



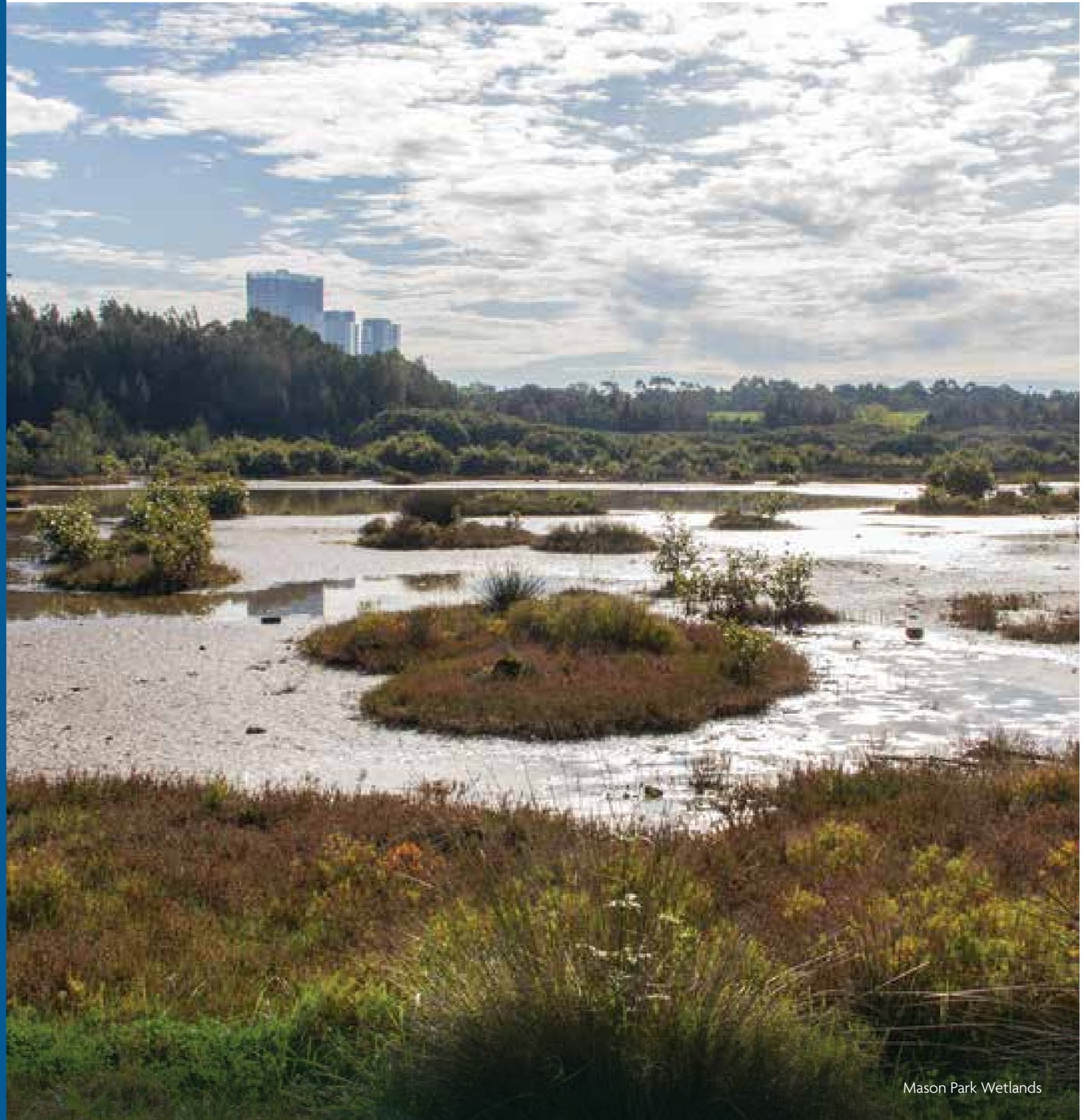
(Presented by Keep Australia Beautiful)  
*Response to Climate Change Award*  
– *A Greener Place*



(Presented by Keep Australia Beautiful)  
*2021 Overall Sustainable Cities Award*



(Presented by Local Government NSW)  
*Environmental Leadership Award*  
– *Mason Park Wetland Restoration Plan*



Mason Park Wetlands



# Integrated Planning & Reporting Framework

Council is required under the Local Government Act 1993 to adopt an Integrated Planning and Reporting Framework. The Community Strategic Plan is Council's highest level plan, which identifies the community's main priorities and aspirations for the future and includes strategies for achieving these goals. The plan takes into account social, economic, environmental and civic leadership considerations.

The Strathfield 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.

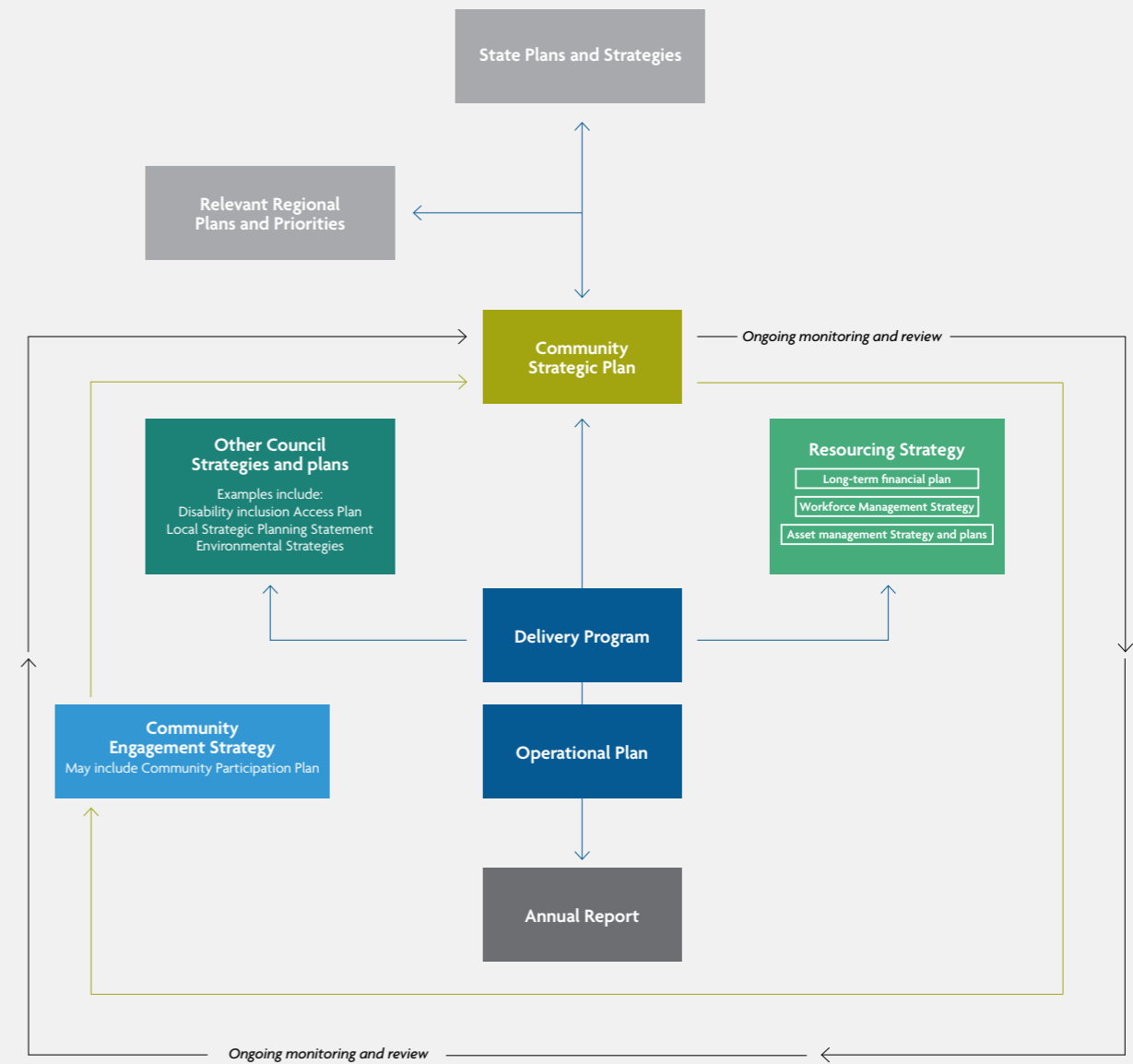
The Resourcing Strategy supports the implementation of the Community Strategic Plan, Delivery Program and Operational Plans. It consists of three components long-term financial plan, asset management plan and workforce management plan. The Delivery Program and annual Operational Plan are monitored through half yearly reports, quarterly financial reviews and annual reports to Council.

## Reporting on Strathfield 2030

The Annual Report provides progress and statutory reporting on the implementation of the goals and strategies of the Strathfield Community Plan 'Strathfield 2030' which is based on the five broad inter-related themes of Connectivity, Community Wellbeing, Civic Pride and Place Management, Liveable Neighbourhoods and Responsible Leadership.

Six-monthly Delivery Program progress reports were presented to Council meetings for the periods July to December 2021 and January to June 2022, which detail progress against actions in the Operational Plan 2021-2022.

This is the final report on the progress of 'Strathfield 2030'. Council adopted the Strathfield Community Strategic Plan 'Strathfield 2035' in June 2022, which became operational from 1 July 2022.



# Achievement Highlights



## CONNECTIVITY

- Hudson Park Driving Range was upgraded and opened. Construction of the new Hudson Park Amenities Building and the Fragrant Garden in Hudson Park was completed.
- An additional amenities facility and kiosk was built in Strathfield Park near Homebush Road.
- A wide range of local infrastructure works implemented including upgrades of roads, footpaths, kerbs and gutters and drainage.
- A road safety program was approved by Transport for NSW and related programs were delivered.
- Strathfield Council's website attracted 693,525 visitors and Facebook likes increased by 14% from the previous year.
- 44,563 passengers used the Strathfield Connector Bus in 2021-2022



## COMMUNITY WELLBEING

- Community Grants totalling \$48,944 were distributed to community groups.
- Two new outdoor seating areas were added to the Strathfield Council Library and Innovation Hub to facilitate outdoor Library and community activities and programs.
- 100% of all turf and 70% of synthetic sportsfields booked to capacity



## CIVIC PRIDE AND PLACE MANAGEMENT

- New and unique exhibitions showcasing the arts, culture and history of the Strathfield area were featured in Council's Ironbark Gallery at Strathfield Library including ROAR of Year 9 and 10 students art and the 'Historic Houses of Strathfield' exhibition.
- Library membership increased by 13% compared to the previous year.
- 647 new citizens were conferred at ceremonies at Council.
- 88% of local food businesses inspected achieved 3 stars or above and 51 agreements were in place for outdoor dining in Strathfield's town and shopping areas.
- Over 500 people actively participated in the 2022 Cooks River Fun Run.



## LIVEABLE NEIGHBOURHOODS

- 100% of all new Development Applications were lodged through the NSW Planning Portal
- The Strathfield LGA tree canopy continued to be improved with over 400 new street tree plantings.
- Council's household clean-up on-call service increased collections by 25%.
- 246 Development Applications valued at \$1,217M were determined



## RESPONSIBLE LEADERSHIP

- The new Strathfield Community Strategic Plan 'Strathfield 2035', Strathfield Delivery Program 2022-2026 and Operational Plan 2022-2023 were developed and adopted.
- The Audit, Risk & Improvement Committee continued to provide external oversight and met three times during the year.
- Annual financial statements were completed, received and lodged on time.
- There was an increase of 13.6% of calls to Council's Customer Service Centre.
- A total of 10 Council meetings were held over 2021-2022



# Mayors and Councillors

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

The previous Council term had been extended due to COVID-19 measures with the election deferred from its scheduled date in September 2020 to 4 December 2021. The Council election occurred at the mid-point of the 2021-2022 financial year which is covered by this Annual Report.

## Councillors elected for the 2021-2024 Council term



Cr Matthew Blackmore



Cr Benjamin Cai



Cr Raj Datta



Cr Nella Hall



Cr Sharangan Maheswaran



Cr Karen Pensabene



Cr Sandy Reddy

The following Councillors served from 9 September 2017 until 4 December 2021

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

## Mayor and Deputy Mayor

The Mayor and Deputy Mayor are elected by Councillors. The following councillors have been elected during the 2021-2022 financial year.

Dates Of Service	Mayor	Deputy Mayor
1 July 2021 – 14 September 2021	Cr Antoine Doueihy	Cr Karen Penesbene
14 September 2021 – 4 December 2021	Cr Stephanie Kokkolis	Cr Nella Hall
12 January 2022 – 30 June 2022	Cr Matthew Blackmore	Cr Karen Penesbene





Strathfield Council Library and Innovation Hub

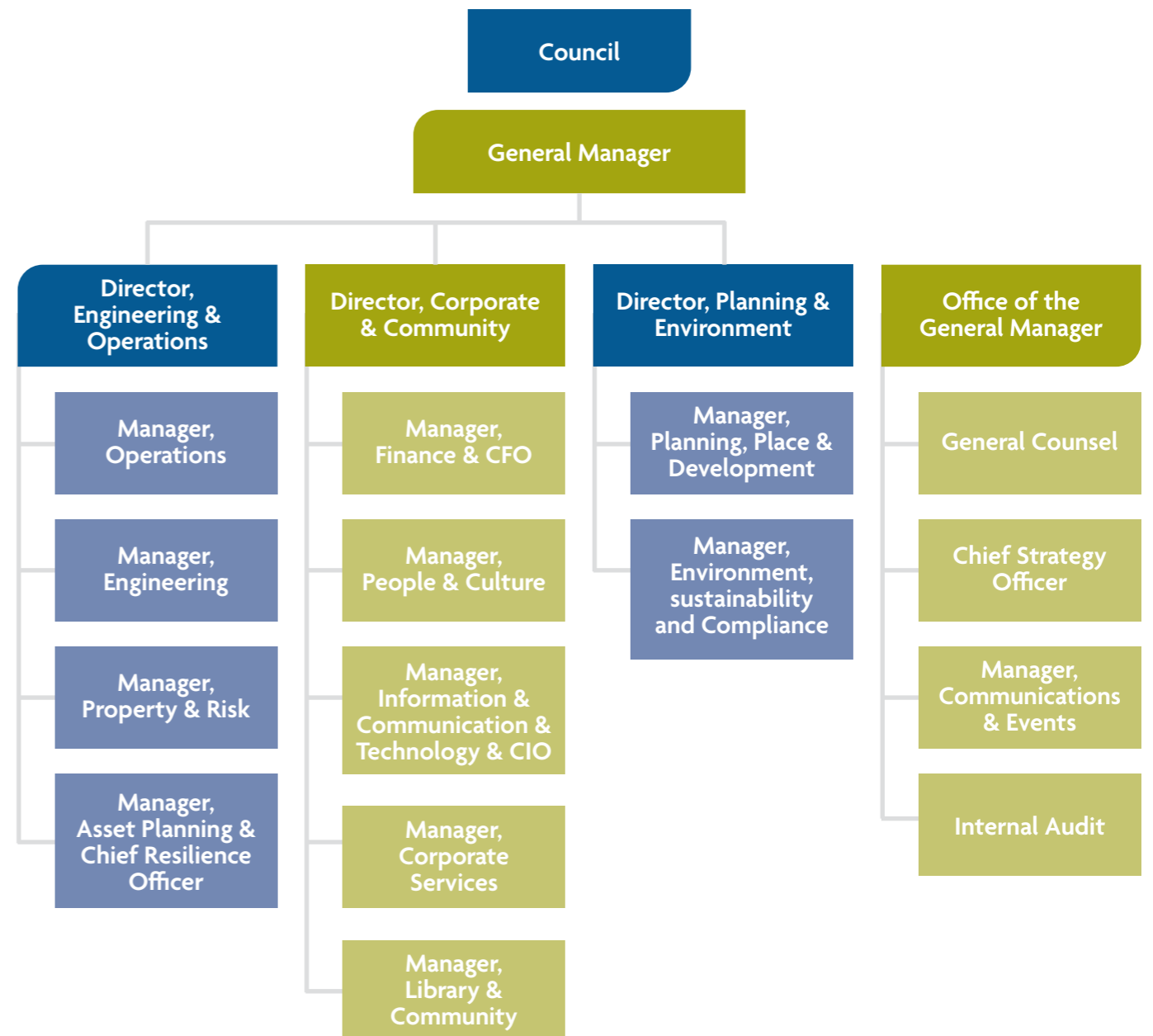
# Organisations & Workforce

## Organisation

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

Following the 2021 Council election, the organisational structure was reviewed. A new structure was adopted by Council on 8 July 2022.

To assist the General Manager in the exercise of their functions, there are three departments of Council. These departments are headed by three Directors which include Director Engineering & Operations, Director Planning & Environment, Director Corporate & Community. Each of the departments is divided into a number of sections, which are run by a Manager. The managers in the Office of General Manager reports to the General Manager.





## Workforce

As at 30 June 2022, Strathfield Council employed 167 full time staff, 11 part time staff and a total headcount of 178 staff (excluding casuals). Information concerning employee demographics and staff turnover is featured in the tables below.

**Table 1 - Total number of Strathfield Council employees as at 30 June 2022**

Staff Profile	2021/2022	2020/2021	2019/2020	2018/2019
Number of Full-Time Staff	167	174	180	172
Number of Part-Time Staff	11	14	15	19
Headcount	178	197	203	200
Casual Employees	58	59	51	48

**Table 2 - Demographics of Strathfield Council employees as at 30 June 2022**

Staff Profile	2021/2022	2020/2021	2019/2020	2018/2019
Number of male staff	122	126	126	124
Male staff%	68.54%	63.96%	62.07%	62%
Number of female staff	56	71	77	76
Female staff%	31.46%	36.04%	37.93%	38%

**Table 3 - Management demographics of Strathfield Council employees as at 30 June 2022**

Staff Profile	2021/2022	2020/2021	2019/2020	2018/2019
Male staff in Management roles (level 1-4)%	55.56%	55.88%	53.33%	53.13%
Female staff in Management roles (level 1-4)%	44.44%	44.12%	46.66%	46.87%

**Table 4 Staff turnover of Strathfield Council employees as at 30 June 2022**

Staff Profile	2021/2022	2020/2021	2019/2020	2018/2019
Turnover all staff%	26.40%	16.24%	21.67%	24.50%
Total number new starters	32	32	50	27





# Major Projects



## Completion of Hudson Park Stage 1 works

The transformation of Hudson Park, Strathfield's largest park, from a golf course into a district park has progressed in stages over the last three years. Implementation of stage 1 works at Hudson Park, included completion of the new Hudson Park Amenities Building and the Fragrant Garden. These were completed in April 2022. The building included a kiosk, a meeting room and male, female, family and disabled toilets.



## Strathfield Library New Outdoor Seating

Construction of the ground floor outdoor deck at Strathfield Library was completed in May 2022. The deck provides an outdoor area for library patrons to sit, relax and enjoy the fresh air. The deck flows from the children's area to the outside via large glass sliding doors.

A new seating area was also created at the front of Strathfield Library from the removal of a garden bed and the addition of paving. The new area provides space for library patrons to sit and talk or just use their devices with access to Wi-Fi. Both these projects were funded by the State Library Infrastructure grant and also support disability inclusion.



## Improving Tree Canopies

Trees in the Strathfield LGA include varying species and ages and assist in reducing air pollution and urban heat effects while improving the appearance of local parks and residential streetscapes. Council has programed new plantings in parks and reserves and in 2021-2022 planted an additional 448 new street tree plantings to improve the tree canopy across the Council area.





# Financial Snapshot 2021 - 2022

Council's overall result for 2021/2022 is a negative result with a Net Operating deficit for the year of \$0.283 million, an improvement of \$41 thousand to the comparative year's net deficit of \$0.324 million. The Net Operating result for the year before grants and contributions provided for capital purpose has also declined from a deficit of \$5.523 million to \$5.740 million.

The above results and the continuous (at least three years) operating deficit indicate that Council needs to review its financial sustainability principles and take immediate actions to manage this worsening results. Over the last three financial years including 2021-2022, Council has had an average operating deficit before grants and contributions provided for capital purpose of \$4.197 million. In the current year Long Term Financial Plan, there is a forecast of a \$7.427 million further operating deficit. This trend is not supportive of a Council that is going to be financially sustainable for the future.

Under the NSW Local Government Act 1993 (Act), Council has a responsibility towards having principles of sound financial management. The object of the principles for councils set out in this Chapter of the Act is to provide guidance to enable Councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

“ Council has a responsibility towards having principles ... that facilitates local communities that are strong, healthy and prosperous. ”

Clause 8B Principles of sound financial management of the Act states that the following principles of sound financial management apply to Councils:

- a. Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b. Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- c. Councils should have effective financial and asset management, including sound policies and processes for the following--
  - (i) Performance management and reporting,
  - (ii) Asset maintenance and enhancement,
  - (iii) Funding decisions,
  - (iv) Risk management practices.
- d. Councils should have regard to achieving intergenerational equity, including ensuring the following--
  - (i) Policy decisions are made after considering their financial effects on future generations,
  - (ii) The current generation funds the cost of its services.

Most NSW Councils are in a similar situation whereby they are constantly reporting an Operating Deficit in their General Fund over a number of financial years. These have resulted from but not limited to:

- Communities greater or increased expectation of services from Councils
- Cost shifting from the other two levels of governments
- Climate change, increasing frequency and severity of weather directing impacting infrastructure costs
- In a high inflationary environment, with high material and services costs
- Availability of human resource hence increasing the cost of recruitment and talent management
- Limited or no opportunity to savings
- Pressure on Council's cash position
- Political cycle

The current leadership team has commenced an extensive review on Council's financial sustainability. The objectives being, Council:

- Achieving a fully funded operations position
- Maintaining sufficient cash reserves
- Having an appropriately funded capital program
- Maintaining its asset base 'fit for purpose'
- Having adequate resources to meet ongoing compliance obligations.

Council failing to meet these obligations will lead to NSW Office of Local Government intervention.



# Key Reporting Data from Council's Financial Statements 2021-2022

Income	\$'000s
Rates and Annual Charges	32,870
User charges and fees	3,192
Other revenues	3,940
Grants and contributions for operating purposes	3,412
Grants and contributions for capital purposes	6,135
Interest and investment income	414
Other income	1,007
Net gains from disposal of assets	-
<b>Total Income from Continuing Operations</b>	<b>50,970</b>

Expenses	\$'000s
Employee benefits and on-costs	20,691
Materials and contracts	16,989
Depreciation and Amortisation	9,768
Other expenses	982
Net losses from the disposal of assets	2,141
<b>Total Expenses from Continuing Operations</b>	<b>50,571</b>

Income Statement	\$'000's		
	2022	2021	2020
Total Income from Continuing Operations	50,292	48,039	51,020
Total Expenses from Continuing Operations	50,574	48,363	43,420
<b>Operating Result from Continuing Operations</b>	<b>399</b>	<b>(324)</b>	<b>7,600</b>
<b>Net Operating Result for the year</b>	<b>399</b>	<b>(324)</b>	<b>7,600</b>
<b>Net Operating Result before Grants &amp; Contributions provided for Capital Purposes</b>	<b>(5,736)</b>	<b>(5,523)</b>	<b>(1,328)</b>



Statement of Financial Position	\$'000's		
	2022	2021	2020
Total Current Assets	26,602	45,518	41,041
Total Current Liabilities	29,291	24,488	17,572
Total Non-Current Assets	537,048	477,082	471,703
Total Non-Current Liabilities	216	226	242
<b>Total Equity (Net Assets)</b>	<b>534,146</b>	<b>497,886</b>	<b>494,930</b>

Capital Works	Capital Expenditure		
Asset Classes	\$'000's		
	2022	2021	2020
Roads/Bridges/Footpaths/Drainage	4594	4,396	3,421
Recreational Assets (parks/sporting fields)	41	1,395	9,238
Buildings	1,292	1,997	6,167
Land Improvements	-	141	387
Other infrastructure plus works in progress	5,346	2,586	1,090
Land	-	-	-
Plant & Equipment	825	1,520	707
Office equipment	669	2,115	1,592
Other Assets	177	230	338
<b>Total Capital Spend</b>	<b>12,944</b>	<b>14,380</b>	<b>22,940</b>

Financial performance of Council against NSW Government benchmarks					
Measure	Benchmark (NSW Govt)	2019-2020	2020-2021	2021-2022	2022 performance against benchmark
Net Debt as % of total revenue		0	0	0	☑
Operating performance ratio	> 0%	-0.55%	-8.71%	-8.02%	☒
Expenditure on asset maintenance ratio	100%	81%	149%	126%	☑
Own source operating revenue ratio	>60%	76.71%	83.48%	79.17%	☑
Unrestricted current ratio	>1.50x	3.64x	3.33x	2.97x	☑
Infrastructure backlog as percentage of total infrastructure assets	<2%	0.58	0.39	4.21%	☒
Outstanding rates and annual charges ratio	<5%	3.36%	5.08	4.39%	☑
Infrastructure renewal ratio	>=100%	239%	114.65%	70.18%	☒
Cash expense cover ratio	>3 months	12.8 months	13.21 months	13.37 months	☑

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





# Events held in 2021 - 2022



**International Women's Day**  
 Tuesday 8 March 2022  
 Strathfield Town Hall

**Homebush Village Mini Fair**  
 Sunday 16 May 2021  
 Sunday 30 May 2021  
 Homebush Public School

**Strathfield Christmas Carols**  
 Saturday 4 December 2021  
 Strathfield Park

**Cooks River Fun Run**  
 Sunday 19 June 2022  
 Cooks River Strathfield

**Street Festival 2140**  
 Fri 11 and Sat 12 March  
 Fri 18 and Sat 19 March  
 Fri 25 and Sat 26 March  
 Fri 1 and Sat 2 April  
 Fri 8 and Sat 9 April  
 Homebush Town Centre  
 Homebush West Town Centre

**Historic Houses of Strathfield Exhibition**  
 Thursday 16 December 2021 –  
 Sunday 6 February 2022  
 Strathfield Library and Innovation Hub

**ROAR – School Art from students**  
 Friday 24 June – Sunday 21 August 2021  
 Strathfield Library and Innovation Hub

**Strathfield Nights – live music at Strathfield Square**  
 Saturdays 15, 22, 29 January 2022  
 Strathfield Square

**Elementals Stephanie Ferguson – intersection of drawing and ceramics**  
 Friday 11 February to  
 Sunday 10 April 2022  
 Strathfield Library and Innovation Hub

**Making Memories: Shine Art Academy**  
 Thursday 14 April 2022 –  
 Sunday 12 June 2022  
 Strathfield Library and Innovation Hub

**Australia Day**  
 Wednesday 26 January 2022  
 Strathfield Park

**Australian-Korean 60th Anniversary Photo Exhibition**  
 Monday 22 November –  
 Sunday 12 December 2021  
 Strathfield Library and Innovation Hub

**Movies in the Park**  
 Saturday 6 November 2021  
 Saturday 20 November 2021  
 Saturday 4 December 2021  
 Wednesday 26 January 2022  
 Strathfield Park





Rochester Street

# Statutory Reporting 2021-2022



Bark Huts Reserve

## 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 received:

Number of applications received	2019-2020	2020-2021	2021-22
GIPAA formal access requests	9	21	18
GIPAA informal access requests	221	231	161

The Government Information (Public Access) Act 2009 Annual Report for 2021-2022 and reviewed Agency Information Guide was lodged with the Information and Privacy Commissioner in December 2021. A copy of the guide was published on Council's website.

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 or deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	6	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	6	0	0	0	0	0	0	0	0
Members of the public (other)	6	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Rochester Street



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 or 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)	18	0	0	0	0	0	0	0	18
Access application that are partly personal information application and partly other.	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>

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
<b>TOTAL</b>	<b>0</b>

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

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

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

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



Mason Park Wetlands



Mason Park Wetlands

Table F: Timeliness of processing applications:

Timeliness	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	18
Decided after 35 days (by agreement with applicant)	0
Not decided within timeframe (deemed refusal)	0
<b>TOTAL</b>	<b>18</b>

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

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

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

	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





# Councillors

## Councillors Fees, Expenses and Facilities

Local Government Act 1993 s.428 (f), Local Government (General) Regulation 2021 cl.217 (a) (i-viii) and Councillors 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 2021-2022:

Mayoral Allowance (excluding Councillor fees)	\$40,599.02
Councillors Fees	\$137,990.16
<b>TOTAL</b>	<b>\$178,589.18</b>

The following costs were incurred during 2021-2022 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	LG (General) Reg. 2021 cl.217 (1)( a1) (i)	\$7,781.81
Telephone calls (including landline and mobile calls)	LG (General) Reg. 2021 cl.217(1) (a1) (ii)	\$283.65
Councillors Conference and Seminar Expenses	LG (General) Reg. 2021 cl.217(1) (a1) (iii)	\$15,806.53
Mayoral vehicle and accessories	Councillor Expenses and Facilities Policy	Nil
Councillor Training and Skill Development	LG (General) Reg. 2021 cl.217(1) (a1) (iv)	\$5,200
Total costs of interstate visits including cost of transport, cost of accommodation and other out-of-pocket expenses	LG (General) Reg. 2021 cl.217(1) (a1) (v)	\$9,021.86
Total cost of overseas visits including cost of transport, cost of accommodation and other out-of-pocket travelling expenses	LG (General) Reg. 2021 cl.217 (1) (a1) (vi)	nil
Spouse or partner expenses	LG (General) Reg. 2021 cl.217(1) (a1) (vii)	nil
Childcare expenses	LG (General) Reg. 2021 cl.217(1) (a1) (viii)	nil
Other Expenses and Provision of Facilities - Printer / photocopier, business cards	LG (General) Reg. 2021 cl.217(1) (a1)	\$5320.19
	<b>TOTAL</b>	<b>\$43,414.04</b>

## Councillor Induction training and professional development

Local Government (General) Regulation 2021 cl.186

Councillors (July 2021 – Dec 2022)	# of 2021-2022 Induction Training/Refresher induction sessions attended	# of 2021-2022 Ongoing Professional Development Programs attended	# of 2020-2021 Seminars, Circulars or other Activities delivered as part of Ongoing Professional Development
Cr Matthew Blackmore	1	0	0
Cr Anthony Doueihy	1	0	0
Cr Maryanne Duggan	1	0	0
Cr Nella Hall	1	0	0
Cr Stephanie Kokkolis	1	0	0
Cr Karen Pensabene	1	0	0
Cr Gulian Vaccari	1	0	0
Cr Benjamin Chi	1	1	0
Cr Raj Datta	1	0	0
Cr Nella Hall	1	0	0
Cr Karen Pensabene	1	0	0
Cr Sandy Reddy	1	0	0
Cr Sharangan Maheswaran	1	0	0

A total of \$5,200 was expended on Councillor Training and Skill Development.

## Councillors Expenses and Facilities Policy

(Policy clause 4.3.8)

There was no equipment purchased by Councillors at the end of the Council term in 2021.

## Councillor Interstate Visits

Local Government (General) Regulation 2021 cl.217 (1) (a) (v)

The Mayor, Deputy Mayor and two Councillors attended National General Assembly of Local Government in Canberra in June 2022. Total cost of accommodation was \$7,740.73 and expenses totalled \$2,713.19. This amount was made up of Cr Blackmore (\$547.33), Cr Cai (\$600.35), Cr Pensabene (\$1081.51) and Cr Reddy (\$1024).

## Overseas Visits

Local Government (General) Regulation 2021 cl.217 (1) (a)

There were no overseas visits in 2021-2022.

## Code of Conduct Breaches

There were no code of conduct complaints received about Councillor/s under the Code of Conduct in 2021-2022.



# Disability Inclusion

## Disability Inclusion Plan

Disability Inclusion Act 2014 s.13 (1)

The Strathfield Council Disability Inclusion Action Plan 2020-2024 identifies actions and timeframes aligning with the five themes of the Community Strategic Plan. The following actions were taken in the 2021-2022 year to implement actions in the plan.

Action item	Response
1.1 Customer Service is welcoming and accessible	Customer service has an accessible ramp for entering and exiting the Service Centre. 2 wheelchair accessible counters at the Service centre
1.3 Council staff training in disability inclusion	Partnership with Australian Network on Disability in staff training 'Welcoming customers with a Disability' for all Human Services staff.
1.4 Installation of Bluetooth Hearing loops in public facilities	Customer Service received a quote in November 2021 to be budgeted for not yet approved
1.5 Deliver community education in disability in partnership with disability organisations	Monthly NDIS Connection Desk run in Strathfield Library with Settlement Service International. Promotion of many programs for disability inclusion and information including:
	- Settlement Services International Entrepreneurship Program for people with disabilities
	- All Abilities Touch Football Program
	- Physical Disability Council of NSW workshops for people with a disability and their carers
	- Australian Centre for Disability Law workshops for students of all ages with disability to advocate for reasonable adjustments and learning support.
1.8 Promote International Day for People with Disability	Strathfield Council promoted International Day for People with Disability 2021 an information section at Strathfield Council Library. This included 'Escape the Noise' kit from St Vincent's De Paul Society with noise-cancelling headphones and earplugs, and 'Xtra Eyes' kit from St Vincent's De Paul Society with magnifying glass and visual enhancer. This information was promoted via Strathfield Council's social media channels.
2.1 In accordance with budget constraints, include access improvements to existing facilities	Strathfield Council is continuing this ongoing process.
2.1.1 Sporting facilities are upgraded	Strathfield Council is continuing this ongoing process and completed all projects to comply appropriately.
2.1.3 Library facility at Rochester St Homebush upgraded	Strathfield Council has completed this project for Strathfield Library
2.1.4 Connector bus service commenced to improve travel options in Strathfield	Strathfield Council currently have two out of five wheel chair accessible buses in our fleet. They have air hydraulics system that automatically lowers the bus when the door opens up, there is also a pull out ramp to assist wheel chairs, push walkers and prams to be able to board our bus with ease. Council always prioritise having at least one Hino Poncho on route, when and if available.
2.1.5 Footpaths are audited and maintained and upgraded	Footpaths are chosen for repair or replacement as per audit, inspection and community consultation as part of the Budget and Operational Plan, new footpaths comply with design standards and accessibility requirements as per AS 1428.



Strathfield Park Amenities

2.1.6 Promotion of Council events include information on accessibility	Strathfield Council is continuing this ongoing process and allows for community event listings to include accessibility information for events or programs.
2.1.7 Accessible toilet facilities are provided at Council events	Strathfield Council has provided accessible toilet facilities for all Council events, including fixed locations in customer service, library, community centres and mobile locations for events.
2.1.8 Review, prioritise and install signage and tactile ground surface indicators at key installations	Where a hazard exists, or protrudes within the continuous accessible path of travel, additional hazard warnings have been included to alert people who are blind or have low vision. These may include but are not limited to higher luminance contrast of obstacle with surrounding paving materials, and appropriate use of Hazard TGSIs to warn of obstacle.
2.2 Audit all of Council's facilities to maintain and/or upgrade	Strathfield Council is continuing this ongoing process and has recently undertaken an audit of all Council's built assets.
2.4 Consultation with internal stakeholders to ensure Universal Design and inclusive principles are implemented in planning and design of projects	Strathfield Council is continuing this ongoing process and has completed this for the 2021-22 period.
2.6 Prioritise improvements and upgrades for parking, bus stops and shelters	When reviewing existing disabled parking bays or implementing new spaces, Council ensures that all spaces meet the standard of AS2890.6, which outlines the requirements for on- and off-street disabled parking spaces, and that spaces are appropriately signposted and line marked. Furthermore, Council consults with Sydney Transit Systems when relocating a bus stop to ensure the stop is suitable for all persons including disabled, and Council ensures that bus shelters are compliant with disability standards and are installed appropriately.
2.7 Disability parking bays are monitored to ensure appropriate use	Council undertakes patrols, checking for illegal use of disability parking bays in Council's Car Parks and street parking in both residential and commercial areas. Compliance is generally good, with 48 PIN and 3 warnings issued for breaches identified in 2021/2022 period.
2.9 Parks, playgrounds and walkways are audited and upgraded for accessibility	Strathfield Council is continuing this ongoing process and completed all projects to comply appropriately.
3.4 Ensure accessible footpaths and provide Disability Parking spaces	Council regularly responds to requests from residents and business owners on providing disabled parking spaces, with new spaces being subject to Traffic Committee approval and regular review to ensure the spaces are still being used, and existing spaces being upgraded if necessary to meet current standards to ensure access for all.
4.02 Annual Report to the NSW Minister for Disability Services	The annual report to the NSW Minister for Disability Services 2020-21 will be reported following COVID-19 disruptions and delays. This will be supported with the 2021-22 reports in the reporting period in December 2022.
4.03 Disability Inclusion Access Plan promoted to the public	Council's Disability Inclusion Action Plan is promoted to the public with a permanent fixture on Council's webpage.
4.05 Community Consultations with people with disability	Council has consulted with people with disability and disability organisations to provide feedback on the community, plans and better accessibility for people with disability living, working, studying and visiting the Strathfield LGA. This consultation contributed towards Strathfield Council's Community Strategic Plan 2035.





# Financial

## Financial Statements

Local Government Act 1993 s.428 (2) (a)

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 1 November 2022 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.

## Financial Contributions and grants

Local Government (General) Regulation 2021 cl.217 (1) (a5)

Total amount contributed or granted under s.356 Local Government Act 1993 (financially assisting others) by Council was \$52,071.50 which comprised of:

Name of program	Amount (\$)
Community Grants	48,944
Donations or Grants via Council resolution	3,127.50
<b>TOTAL</b>	<b>52,071.50</b>

## Community Grants Policy

Council's Community Grants 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. The following grants were awarded in 2021-2022:

Community Grants Recipients	Purpose	Grant Amount Awarded (\$)
Australian International Sports Organisation	Multicultural Learning of Australian Cultural through Sport	2,300
Birdlife Southern NSW	Juvenile Mangroves Regrowth	2,500
Frog and Tadpole Study Group of New South Wales Inc. (FATS)	Conservation Management and Community Education of an Endangered Frog Species in Strathfield LGA	2,000
Good Neighbors Australia	Intergenerational and Inclusive Art Project for monthly activities	2,143
Homebush Probus Club	Technical equipment for older residents for social engagement	2,434
Homebush Public School P&C Association	Purchase of STEM materials for school learning	2,500
MoodActive	4-Week Wellbeing Workout for healthy, active lifestyles	2,000
St Paul's Anglican Church	Food Pantry for vulnerable and disadvantaged community	4,411
Strathfield Cricket Club	Cricket Clubhouse renovation for greater participation at Airey Park	5,000
Strathfield Football Club	Strathfield FC Female Football Festival	1,500
Strathfield Girls High School P&C Association	Cultural Roots and Connected Communities through school materials	2,000
Strathfield Junior Soccer Club	Storage Container for equipment of sporting events	2,000
Rotary Club of Strathfield	School Community Gardens at key schools across Strathfield LGA	3,656
Australian Traditional Asian Culture Group	Art Workshops and Art Exhibition with Culturally and linguistically diverse communities	5,000
Burwood Strathfield Lions Club	Dance Concert with Shivam School of Dance	2,000
Telugu Association Incorporated	Telugu Language digitised resources & Telugu performing arts	2,500
Trisula Arts	'Yatra' performance of Indian classical dance/music	5,000
<b>TOTAL</b>		<b>48,944</b>

## Grants and Donations

The following grants or donations were awarded in 2021-2022 via Council resolution.

Name of recipient	Purpose	Amount donated (\$)
Lions Club Forum – Diabetes International	Waive of hire fees	1,627.50
Strathfield Rotary	Sponsorship of Youth Achievement Awards	1,500.00
<b>TOTAL</b>		<b>3,127.50</b>

## Rates and Charges Abandonment

Local Government (General) Regulation 2021 cl.132

Rates and annual charges totalling \$13,597.32 were abandoned during 2021-2022.

Category	Amount (\$)
Ordinary Rates levied	19,630,880
Pensioner Rates Rebates	(181,513)
Pensioner Rate Subsidy Received	96,868
Other	(57,788)
Domestic Waste Management Charges	12,980,967
Pensioner Waste Rebates	(108,377)
Pensioner Waste Subsidy Received	60,869
Stormwater Management Charges	307,851
Section 611 Charges	139,911
<b>TOTAL</b>	<b>32,869,668</b>



Strathfield Town Square



## 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 2021-2022 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 2021-2022 totalled \$307,851 with the amount of \$730,723 carried over from the previous period as works were deferred from previous years.

A total of \$444,064 was expended on capital works, repair and maintenance. This is distributed in 2021-2022 as such:

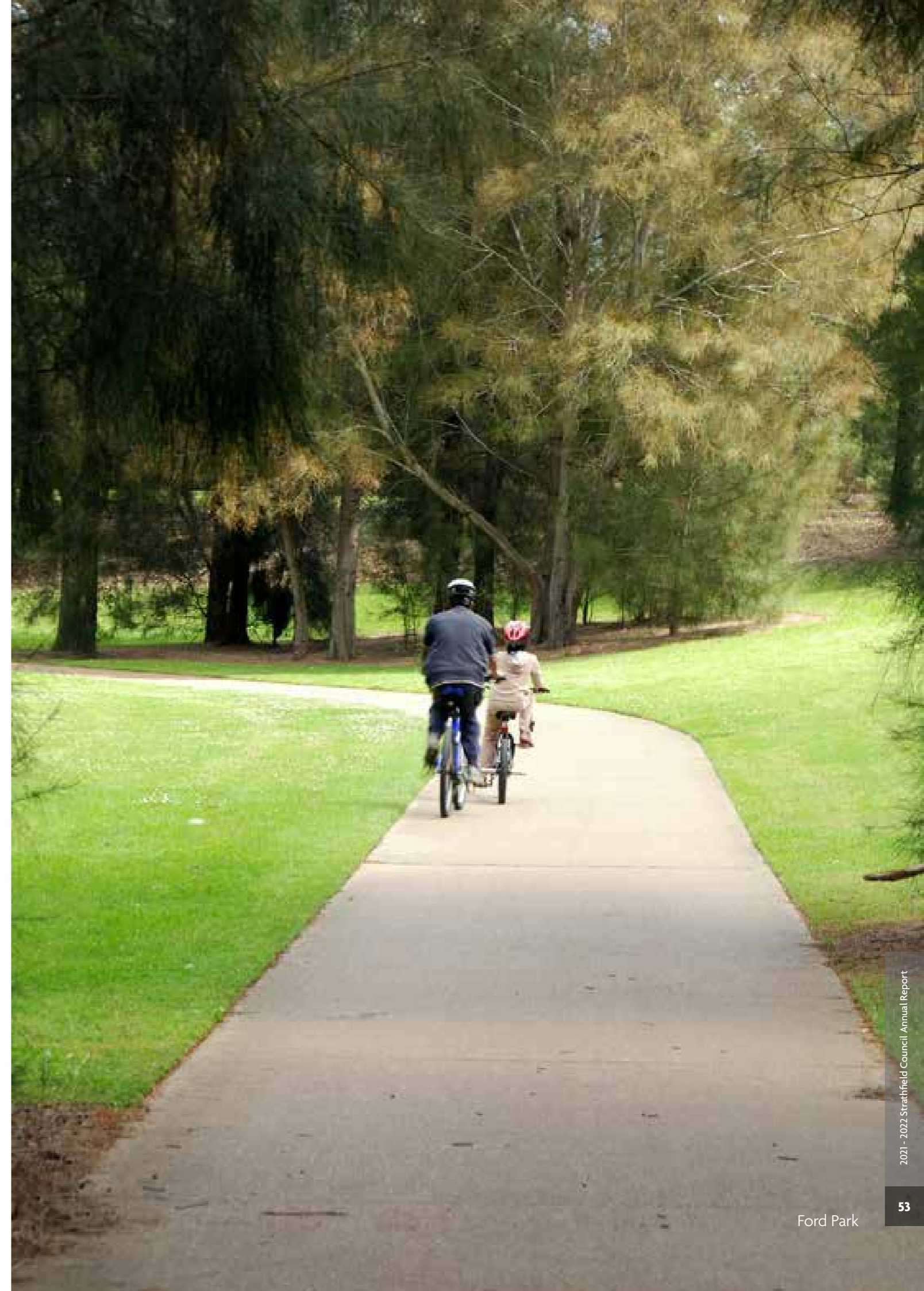
<b>Expense type</b>	<b>Amount expended (\$)</b>
Repairs & Maintenance	154,258
Renewals & Upgrade	242,127
New	47,679

At 30 June 2022, Council has restricted an amount of \$594,510 as Stormwater Management Reserve.

## Work on Private Land

*Local Government Act 1993 s. 67 & 67(2) (b) Local Government (General) Regulation 2021 cl. (1) (a4))*

Council did not carry out work on private land in 2021-2022.





# Contracts & Legal



## Legal Proceedings

Local Government (General) Regulation 2021 cl.217 (1) (a3)

From 1 July 2021 to 30 June 2022, there were a total of 24 Local Court matters involving Council where the offender elected to have the matter heard in Court. \$914,800.51 of expenses were incurred in relation to legal proceedings. This was made of:

Legal expenses: planning and development	\$858,147.75
Legal expenses: debt recovery	\$52,559.01
Legal expenses: other	0
<b>TOTAL</b>	<b>\$914,800.51</b>

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

### Actions against Council

Matter	Outcome
Aussie Skips Recycling Pty Ltd v Strathfield Municipal Council 84-108 Madeline Street, Strathfield South Appeals against actual refusals of a various applications (x5)	Applicant ultimately withdrew applications
Selim v Strathfield Municipal Council 6 Torrington Road, Strathfield Appeal against actual refusal of a development application	Resolved via Section 34 conciliation
Malass v Strathfield Municipal Council 27 Boden Avenue, Strathfield Appeal against refusal of a Building Information Certificate	Dismissed in Council's favour
Malass v Strathfield Municipal Council 27 Boden Avenue, Strathfield Appeal against refusal of a Development Control Order	Dismissed in Council's favour
Caygisval Pty Ltd v Strathfield Municipal Council 27 Boden Avenue, Strathfield Appeal against deemed refusal of a development application	Resolved via Section 34 conciliation
Cairich Enterprise Pty Ltd v Strathfield Municipal Council 27 Albert Road, Strathfield Appeal against actual refusal of a development application	Resolved via Section 34 conciliation
BR Building Service Pty Ltd v Strathfield Municipal Council 50 Noble Avenue, Strathfield Appeal against actual refusal of a development application	Resolved via Section 34 conciliation
MJ Holdings 1 Pty Ltd v Strathfield Municipal Council 2 Eastbourne Road, Homebush West Appeal against deemed refusal of a development application	Resolved via Section 34 conciliation
C&C Investment Trading Pty Ltd v Strathfield Municipal Council 51-55 Homebush Road, Strathfield Appeal against actual refusal of a development application	Resolved via Section 34 conciliation
C&C Investment Trading Pty Ltd v Strathfield Municipal Council 51-55 Homebush Road, Strathfield Appeal against refusal of a Building Information Certificate	Resolved via Section 34 conciliation
ROD ZOBY GROUP PTY LTD trading as ZTA Group Pty Ltd v Strathfield Municipal Council 84 Park Road, Homebush Appeal against actual refusal of a development application	Resolved via Section 34 conciliation

### Actions commenced by Council:

Matter	Outcome
Strathfield Municipal Council v Aussie Skips Recycling Pty Ltd 84-108 Madeline Street, Strathfield South Class 4 proceedings (prosecution)	Ongoing
Strathfield Municipal Council v Malass 27 Boden Avenue, Strathfield Class 4 proceedings (prosecution)	Ongoing
Strathfield Municipal Council v Malass 27 Boden Avenue, Strathfield Access to property in relation to Class 4 proceedings (prosecution)	Judgment in Council's favour
Strathfield Municipal Council v Malass 27 Boden Avenue, Strathfield Contempt of Court in relation to Class 4 proceedings (prosecution)	Judgment in Council's favour
Strathfield Municipal Council v Namaste Nepali & Indian Restaurant Shop 24/45-47 The Boulevard, Strathfield Food prosecution	Judgment in Council's favour

Council carries out enforcement including legal action where required.

### Contracts

Local Government (General) Regulation 2021 cl.217 (1) (a2)

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

Contractor	Nature of Service	Date Awarded	Term of Contract	Contract Value (\$)
Adtrans Hino	Vehicle Purchase - 1 x Hino	21/10/2021	Expires 21/03/2028	\$150,457.96
Ausconnex	Design and construct street lighting upgrade works	21/02/2022	Expires 10/2/22	\$231,964.43
Burton Civil Maintenance Pty Ltd	Purchasing Assessment - Driving Range Eastern Side	5/04/2022	Expires 02/8/2023	\$155,760.00
Burton Civil Maintenance Pty Ltd	Hudson District Park Stage	23/06/2022	Expires 02/8/2023	\$199,188.41
CIVECO Pty Ltd	Supply and Install Fencing at Intersection of Live	25/11/2021	Expires 03/11/22	\$194,463.50
CIVECO Pty Ltd	Construction of Shared Pathway Hudson Park Stage 2	28/06/2022	Expires 28/6/23	\$409,300.10
Country Club International Pty Ltd	Range Servant Equipment for Hudson Park Driving Range	24/05/2022	Processed with Purchase Policy Exemption Form	\$160,736.40
Data 3 Limited	Office Professional Plus All Licencing License/Software	2/02/2022	Expires 28.02.2023	\$182,493.73
Elf Help.com.au	Installation of 4 Christmas Trees in Strathfield	8/10/2021	Expires 24/07/2022	\$266,213.00
Infrastructure Management Group Pty Ltd	Locating and condition assessment of Road Reserve	25/05/2022	Expires 23/9/2027	\$184,230.20
Kk Civil Engineering	Paving Works Homebush Town Centre Upgrade Origin	7/07/2021	Expires 1/9/2023	\$412,200.00

NSW Electoral Commission	2021 Council Election	30/05/2022	NSW Electoral Commission Fees	\$251,923.02
Office Of State Revenue	NSW Revenue - NSW Fire and Rescue	13/09/2021	Council Contribution to Fire Service	\$209,201.58
Office Of State Revenue	Revenue NSW – NSW Fire Service, NSW	15/12/2021	Council Contribution to Fire Service	\$209,201.58
Office Of State Revenue	NSW Revenue - Council Contribution Instalment	21/03/2022	Council Contribution to Fire Service	\$209,201.58
Office Of State Revenue	Office Of State Revenue - NSW Revenue	16/05/2022	Council Contribution to SES	\$249,670.51
Planet Civil Pty Ltd	Associated civil works and line marking	15/11/2021	Expires 30/06/2023	\$253,984.50
Planet Civil Pty Ltd	Associated civil works for the roundabout works	15/11/2021	Expires 30/06/2023	\$218,474.16
Preferred Turf Pty Ltd	Supply of 15mm Multi-sports Premium Turf	16/11/2021	Expires 31/01/2024	\$562,290.89
Regal Innovations Pty Ltd	PO Regal Innovations - Fragrant Garden Hudson Park	16/12/2021	Expires 31/1/2024	\$302,490.65
Regal Innovations Pty Ltd	PO Regal Innovations - Fragrant Garden Hudson Park	23/12/2021	Expires 31/1/2024	\$212,015.10
Regal Innovations Pty Ltd	Fragrant Garden - Design and Construct Garden	26/05/2022	Expires 31/1/2024	\$328,644.25
Rocla Pipe Products	Rocla Concrete Poles for Hudson Park North	21/09/2021	Expires 23/09/21	\$453,067.34
S&P Power Pty Ltd	S&P Power RFQ - Installation of Poles etc	22/02/2022	Supply Contract with SMC	\$343,563.00
Statecover Mutual Limited	Workers Compensation Insurance	11/08/2021	Council WorkCover Premiums	\$379,319.40
Statecover Mutual Limited	Workers Compensation Insurance	29/09/2021	Council WorkCover Premiums	\$386,851.24
Statecover Mutual Limited	Workers Compensation Insurance	16/02/2022	Council WorkCover Premiums	\$386,851.24
Statecover Mutual Limited	Workers Compensation Insurance	17/05/2022	Council WorkCover Premiums	\$386,851.24
Stateline Asphalt Pty Ltd	Road re-sheeting works at Cosgrove Road, Strathfield	17/05/2022	Expires 30/6/2023	\$227,007.00
Statewide Mutual	Public Liability Insurance / Professional Indemnity	14/09/2021	Council WorkCover Premiums	\$311,873.27
Veolia Environmental Services	Green Waste Tipping	19/08/2021	Expires 28/11/2023	\$336,168.65
Wormald Australia Pty Ltd	Fire Detection & Occupant Warning System - Town Hall	31/05/2022	Expires 31/12/2022	\$191,235.00

## External Bodies Exercising Council Functions

*Local Government (General) Regulation 2021 cl.217 (1) (a) (6)*  
Council did not delegate functions to any external bodies in 2021-2022.

## 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 2021-2022.

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

*Local Government (General) Regulation 2021 c. 217 (1) (a8)*

Strathfield Council has no private public partnerships (PPP).

Strathfield Council is a member of the following organisations:

- Cooks River Alliance (CRA)
- Resilient Sydney
- Southern Sydney Region of Councils (SSROC)
- Parramatta River Catchment Group (PRCG)

## Modern Slavery

*Local Government Act s.428 (4) (d) & Modern Slavery Act 2018*

Strathfield Council is committed to conducting business professionally, in a sound commercial manner and to the highest ethical standards, so that the community has confidence and trust in Council's business dealings, services and decision-making. Our officials, will at all times, act honestly, transparently and responsibly in their decision making and business partnerships. Council's business partners, including suppliers, tenderers, contractors and consultants are required to respect and acknowledge the way Council conducts its business and ensure that they maintain a similar level of ethical behaviour in their dealings with Council.

Strathfield Council will also review their current procurement policy and will accommodate future actions such as due diligence and remediation, risk

mitigation processes including policies to address modern slavery, supplier contract terms and employee training and auditing. Also Council will enact practices to address modern slavery and embed ethical purchasing into the council's business processes.

Strathfield Council has a duty to monitor and address risks of modern slavery in the supply chain including ensuring whistleblowing and grievance policies and practices cover modern slavery and allow anonymous reporting and developing and implementing effective due diligence procedures to ensure that the goods and services that they procure are not the product of modern slavery.

Strathfield Council takes proactive steps to ensure compliance, including reviewing contracts and agreements with subcontractors to ensure they include modern slavery terms - requiring subcontractors to supply written statements in accordance with the Industrial Relations Act, and enabling engagements to be revoked with subcontractors that continually fail to meet their obligation to provide these written statements.

Strathfield Council will begin to develop their modern slavery risk governance framework, develop risk strategies and assess their modern slavery risks, to ensure that they are in a position to satisfy the reporting requirements for the 2022-2023 period.

Strathfield Council will review current commercial and construction contracts to meet the new modern slavery compliance. Also ascertaining mechanisms to review and monitor contractors and suppliers compliance with contractual and statutory obligations, and checking that expression of interest and request for tender requirements require provision of modern slavery statements from entities that are subject to reporting requirements.

References:

- <https://www.legislation.gov.au/Details/C2018A00153>
- <https://www.homeaffairs.gov.au/criminal-justice/Pages/modern-slavery.aspx>
- <https://antislavery.org.au/modern-slavery/>
- <https://www.sparke.com.au/insights/>
- <https://www.safetrac.com.au/>
- <https://inconsult.com.au/publication/managing-modern-slavery-in-nsw-local-government/>

# Planning

## Planning agreements compliance and effects

*Environmental Planning & Assessment Act 1979 s.7.5 (5)*  
No planning agreements were in place during 2021-2022

## Planning Developer Contributions and Levies

*Environment Planning and Assessment Regulation 2021, cl 220(3)*  
No reporting data is available





# Privacy and Public Interest Disclosures



## Privacy and Personal Information Protection Act Report

*Privacy and Personal Information Protection Act 1998*

In accordance with s.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 June 2021. 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 2021-2022.

The number of Internal Review Applications lodged during 2021-2022	0
The number of Internal Review Applications finalised during 2021-2022	0
The number of matters proceeded to the NSW Civil and Administrative Tribunal	0

## Public Interest Disclosures

*Public Interest Disclosure Act 1994 s.31 and Public Interest Disclosure Regulation 2011 cl. 4*

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 2021 to June 2022.

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

In accordance with the Public Interest Disclosure Act 1994, Council has adopted a Public Disclosures and Internal Reporting 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.



# Staff Reporting

“

Council partnered with LinkedIn Learning to provide all employees with a range of learning and development courses in which staff can select from and complete at their own pace.

”

## Equal Employment Opportunity and Diversity 2021-2022

Local Government (General) Regulation 2021 cl.217(1)(a9)

Council's Equal Opportunity Management Plan is a requirement under section 344 of the Local Government Act 1993 and is included in Council's Workforce Management Plan.

Strathfield Council has an ongoing commitment in following the Equal Employment Opportunity (EEO) principles outlined in S344 of the Local Government Act 1993;

- (a) to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and
- (b) to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

To ensure legislative compliance and promote EEO as a source of innovation and collaboration, Council has undertaken the following:

### Recruitment and Selection

- All appointments made by Council were justified based on merit and documented.
- EEO guidelines were provided in every interview question pack and all interview panels consisted of a mix in gender and one People & Culture representative to ensure fairness and equity.
- Creation of multiple apprenticeship and student roles in various teams within Council.

### Learning and Development

- Employee Handbooks and Council's Code of Conduct were provided to all new employees prior to starting at Council. These documents address Council's expectation to comply with EEO principles. All employees were given an induction from a People & Culture representative and notified of Council's ongoing commitment to EEO. Specified EEO training was provided to all new employees as a mandatory module of our induction process. It covers harassment, bullying, discrimination, grievance procedures and acceptable workplace behaviours. This training is also offered to existing employees.

- Job application and interview training were provided by the People & Culture team for any employee per request.
- Council partnered with LinkedIn Learning to provide all employees with a range of learning and development courses in which staff can select from and complete at their own pace.
- Training courses were advertised across Council via a variety of communication mediums and staff are able to provide requests for training at any time through Council's Learning Management System.
- All internally facilitated training courses considered and adhered to EEO principles.

### Work Environment

- Council introduced a four-day work week for all staff to assist employees achieve a work/life balance.
- The job evaluation system used to determine the remuneration for each position at Council is open, transparent and merit-based.
- Distribution of visual materials and brochures to all staff relating to harassment, bullying, victimisation and discrimination.
- All higher grade duties arrangements were based on merit and in accordance with our Higher Grade Duties Guidelines.

### Ongoing Commitment to EEO

- Continue to development and implement processes to support EEO principles.
- Continually review our recruitment practices to ensure compliance with EEO principles.
- Continue to review the Equal Employment Opportunity (EEO) Statement within Council's Workforce Management Plan.
- Commit portion of the learning and development budget to EEO-focused training.
- Implement interview-conducting training with a module on complying with EEO principles.
- Offer more apprenticeship and traineeship placements.
- Continue to focus on initiatives to increase skill and ability of women in leadership positions.
- Promote Council's ongoing commitment via an EEO declaration in Council's advertising and Position Descriptions to reaffirm that all employees are responsible for EEO.

## Staff employment

Local Government (General) Regulation 2021 cl.217 (1) (d) (i-iv)

The 'relevant day' set by the Office of Local Government for reporting on staff employment was Wednesday 25 May 2022.

On this day, Council employed 170 people as permanent full-time staff, 13 people as permanent part-time, 58 people on a casual basis and 5 people on fixed term contracts.

3 people were employed as senior staff members.

3 people were engaged under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person.



### STAFF EMPLOYMENT

Permanent Full-time	Permanent Part-time
170	13
Casual basis	Fixed term contract
58	5
Senior staff	Contract staff
3	3

## Senior Staff Remuneration

Local Government (General) Regulation 2021 cl.217 (1)(b)(i), (ii), (iii), (iv), (v) & (c)

The remuneration packages for Senior staff for the financial year ending 30 June 2022 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.

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

- Chief Executive Officer (CEO) (performing role of Council's General Manager)
- Interim General Manager
- Director, Planning, Environment and Urban Services (also known as Deputy CEO, General Manager)
- Director, People Places and Civic Services (also known as General Manager, People Places and Civic Services)

The remuneration packages for Senior staff for the financial year ending 30 June 2022 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 2021, the total remuneration package for the former CEO was \$891,163.07 including severance and accrued leave payment after the termination of his contract on 7 March 2022.

In accordance with cl.217(c)(i-v) of the Local Government (General) Regulation 2021, the total remuneration package for all other senior staff positions (Deputy General Manager and Director, People Places and Civic Services) was \$614,406.49.



# Public Health and Regulatory Activities



## Companion Animals Act and Regulation Activities

Local Government (General) Regulation 2021 cl.217 (1) (f)

A total of 69 companion animals (dogs and cats) were impounded with 53 animals re-homed. There were 12 dog attacks investigated and actioned.

Pound Data Returns			
Council seize activity	Cats	Dogs	Total
Seized	23	46	69
Returned to owner	0	17	17
Transferred to Council's facility	23	29	52
Animals in and arriving at Council's facility			
Animals in Council's facility	26	29	55
From seizures	0	6	6
Dumped/lost/roaming	26	23	49
Surrendered by owners	-	-	3
Animals leaving Council's facility			
Released to owners	1	16	17
Euthanised – illness/temperament	21	4	25
Euthanised – dangerous	0	3	3
Sold	4	6	10
Released to an organisation to re-home	0	0	0
Died at Council facility / DoA		1 (DoA)	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	9	13	6	6
Finalised	6	N/A	N/A	N/A
Under investigation	3	N/A	N/A	N/A
<b>Total</b>	<b>9</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>



Data relating to Dangerous/Restricted/ Nuisance Animals			
Status	Cats	Dogs	Total
Dangerous	0	3	3
Menacing	0	0	0
Restricted	0	6	6
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 \$25,700 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. 6 dogs were re-homed in 2021-2022.

In 2021-2022, 26 cats and 29 dogs were pounded by Council. A total of 17 were returned to their owners including 1 cat and 16 dogs.

### Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There were 13 reported dog attacks in 2021-2022.

### 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. Works commenced in early 2022 at Hudson Park to build a new off-leash area.



### Private Swimming Pool Inspections

Swimming Pools Act 1992, s.22F(2) and Swimming Pool Regulation 2018, cl.23

Requirement	Number
Number of inspections of tourist or visitor accommodation	2
Number of inspections of premises on which there are more than 2 dwellings	2
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pool Act 1992	19
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pool Regulation 2018	11

### Private Swimming Pool Inspections

Swimming Pools Act 1992, s.22F(2) and Swimming Pool Regulation 2018, cl.23

Requirement	Number
Number of inspections of tourist or visitor accommodation	2
Number of inspections of premises on which there are more than 2 dwellings	2
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pool Act 1992	19
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pool Regulation 2018	11



# Connectivity Theme

## Parks, sportsfields and building improvements

Implementation of Hudson Park stage 1 works continued in 2021-2022. This included completion of Hudson Park Amenities Building and Fragrant Garden in April 2022. The building included a kiosk, a meeting room and male, female, family and disabled toilets. The upgraded Hudson Park Driving Range was completed and opened in July 2022 at the cost of \$3 million. Works included installation of a new synthetic surface and fencing.

Consultation for Hudson Park Stage 2 works was conducted in October and November 2021 and works commenced in early 2022. Stage 2 works concern the northern section of Hudson Park East and include additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities. Work on Stage 2 commenced in early 2022.

An outdoor deck extension was added to the ground floor of Strathfield Library, enabling patrons to undertake library activities in an outdoor setting. The deck was funded through the State Library Infrastructure grant.

An additional amenities facility and kiosk was built in Strathfield Park near Homebush Road. New cricket nets and a volleyball facility was installed at Airey Park, solar lighting at Chain of Ponds and Elliott Reserve and seating at Bressington Park, new bins and dog bag dispensers at Fitzgerald Park.

Council worked with City of Canada Bay and Sydney Water to design and construct three pedestrian bridges across Powells Creek Homebush at Lorraine, Hamilton and George Streets. Construction of the first bridge at Lorraine Street commenced in June 2022.

## Local infrastructure and transport

Council commenced assessment of the condition of Council's road assets (including footpath, road, kerb & gutter, carparks, signs, and traffic facilities), bridges and building assets. With the completion of the asset review, Council will revise its asset management plans, strategies and policy will be reviewed and updated in late 2022.

While over 60% of capital works for drainage, roads, footpaths, kerbs and gutters were completed according to the schedule of the 2021-2022 Operational Plan, COVID-19 restrictions in 2021-2022 and continuous wet weather in early 2022 created delays in implementing the scheduled programs.

Council's Strathfield Connector Bus operates two routes which service the north and south of the LGA. Since the commencement of the service in 2019, a total of 198,287 passengers have used the service. During 2021-2022, due to COVID-19 measures and reduced demand, services ran on a reduced schedule. During the financial year, the service carried a total of 44,563 passengers.

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. In 2021-2022 Council issued 9584 parking fines. Breaches in Council's car parks was the most common parking offence with 2552, or 26.5% of all parking fines issued for parking in Council's Carparks in a manner that breached the signed parking requirements. The most common fines were issued for parking violations such as parking longer than indicated by sign (12%), disobey no stopping sign (10.5%) and disobey no parking sign (9.5%). Council also conducts patrols of school zones, with 2.5% of all parking fines issued for breaches in school zones. Complaints about illegal parking were investigated and actioned. High volume traffic areas such as town centres are patrolled regularly as are the Residential Parking Schemes (RPS) that operate in areas of high parking demand to allow residents access to on-street parking near their homes. 249 fines were issued for other "general" breaches, including offences at building sites (86.5%), breaches of the pollution offences (5.5%) and offences involving companion animal matters (8%) for example, such as dogs off leash.

## Communications and Technology

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 activities were regularly notified via the Council website and social media. On matters with direct impact to residents such as development and planning proposals, direct notification via letter was issued to residents and ratepayers. Council offered free public Wi-Fi with 13 access points in places such as the Strathfield Town Hall, High St Community Centre, Strathfield Library and Strathfield Square.

The Council website features a wide range of information and online services such as Council facilities booking system, on-call waste service bookings, library catalogues, Connector Bus online tracking and Community Directories. While visitors to the website declined on previous years, information is also disseminated by other media including Facebook, Twitter, Instagram, LinkedIn and YouTube and the weekly publication of Council's digital newspaper E-News. A total of 56 issues were published in 2021-2022 including weekly and on-off special editions. E-News includes information on major projects, events, proposed plans and works, community news and historical features.

Council implemented a number of new systems to improve the efficiency and effectiveness of Council's operations. This included implementation of CM10, a new records (EDMS) system, a new Security Information and Event Management (SIEM) to centralise, correlate, and analyse data across the IT network to detect security issues, and NSW ePlanning Portal Stage 2 Integration and Development Enquiry on the website.

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.

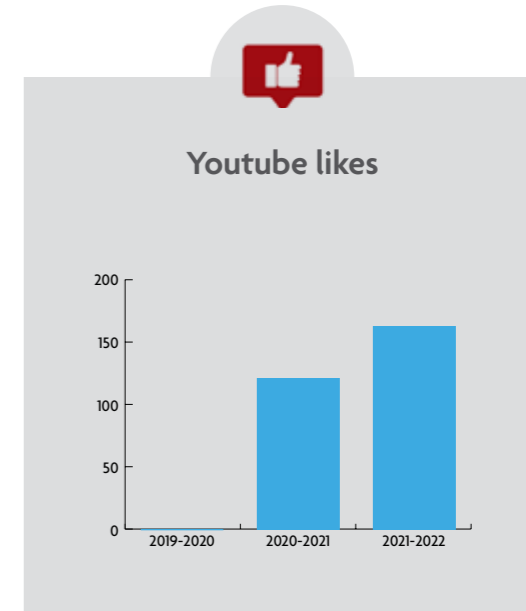
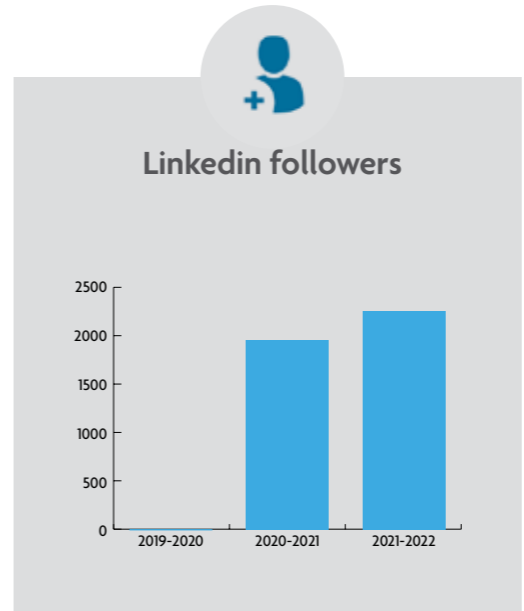
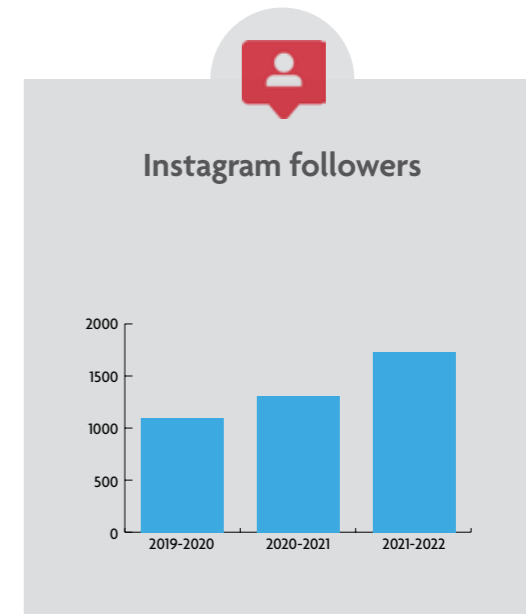
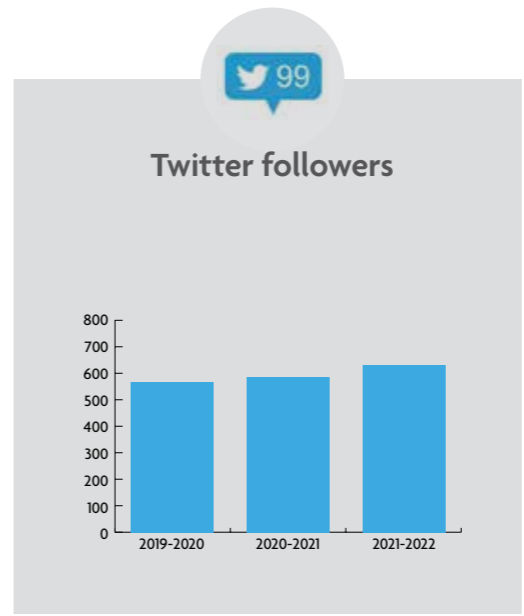
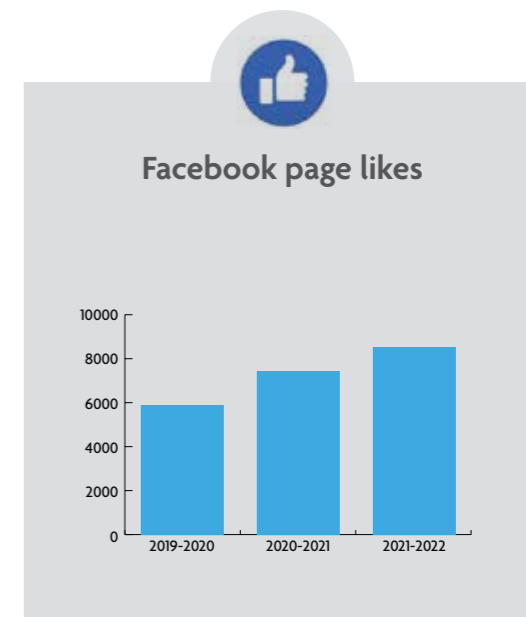
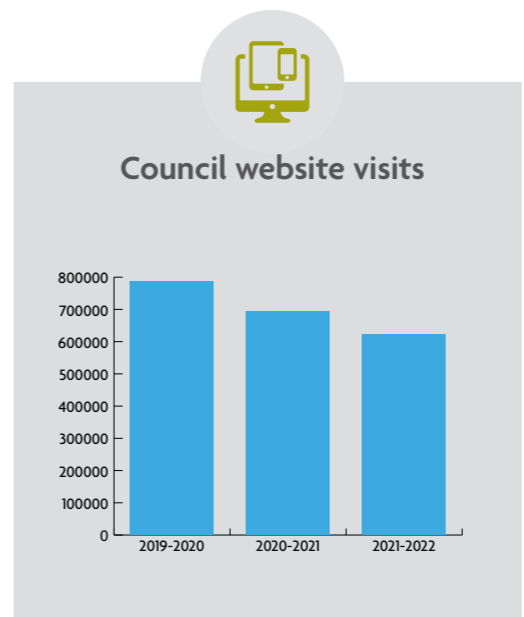
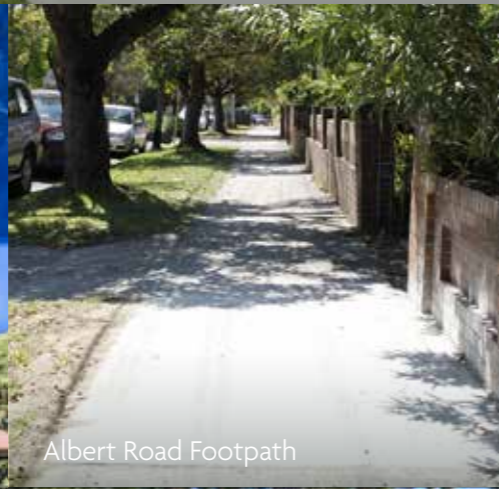
The services that contribute to this theme include:

- Engineering
- Operations
- Communications & Events
- Information & Communication Technology
- Corporate Services
- Property and Risk
- Asset Planning and Resilience



Strathfield Park Playground







# Community Wellbeing Theme

## Community facilities

Council provides a wide range of community and recreational facilities to enable all members of our community, irrespective of age, to participate in activities that support physical and mental wellbeing. This includes provision of sportsfields, playgrounds, courts, outdoor gyms and walking tracks for formal sport and informal recreation and leisure.

Council provided sporting, recreation and community clubs and organisations access to sportsfields, courts and venues via various hire agreements to undertake a range of social, cultural and recreational activities and programs. During the 2021-2022 winter and summer sports seasons, Council's turf sportsfields were booked to 100% capacity and the synthetic fields were booked at about 70% capacity. The most used sportsfields were Hudson Park, Strathfield Park, Begnell Field and Bressington Park.

## Facilitating community programs

COVID measures affected the delivery of most community programs in the second half of 2021 and some programs were delivered online, where possible.

The Strathfield Council population has significant cultural and language diversity. A number of programs were developed to provide support for these communities. In response to the impact of COVID-19 on CALD communities, Council ran the Helping Hand program for 12 weeks with two caseworkers hired to run the program. There were a total of 54 clients and 13 financial hardship assessments completed. In early 2022, two workshops were held by Diabetes NSW & ACT in the Mandarin language. Both sessions included a trained educator that targeted culturally specific foods, and methods to incorporate healthier living. The Discover Your Council booklet was translated into three languages representing the top languages spoken at home in the Strathfield LGA.

Council promoted Aboriginal and Torres Strait Islander resources and books with a display at Strathfield Library for National Reconciliation Week. Funding given to Koori Kids for NAIDOC Week school initiative.

During the COVID lockdown in late 2021, meetings of the youth group and activities were held online including Poetry Slam which was held online in partnership with Burwood Council and Word Travels, workshops with Frank Team on Communication Skills and Event Management Skills. Activities resumed with COVID-19 restrictions easing in early 2022. Two Youth Week events were held in April 2022 which involved two movie afternoons at Strathfield Library and the Children and Youth Drop-In resumed at Strathfield Library on Thursday afternoon/evenings. The program was opened to children as well as young people to accommodate the children in the library space wanting to be involved.

To support families with young children during the COVID-19 lockdowns, some programs were delivered online and Council distributed Healthy Relationship packs among local families and Advocate for Children and Young People resources for children and young people were promoted during lockdowns from various organisations. Brush, Book, Bed program, promoting good oral hygiene, literacy and regular bed times, was delivered in partnership with the Sydney Local Health District at Integricare Preschool, Homebush. Movie programs were run during school holidays at the Library and Council promoted resources from E-safety Commissioner for children and families for Safer Internet Day 2022. The draft Child Protection Policy was adopted.

Delivery of senior's programs was affected by COVID-19 measures, though some programs were delivered online, including the Senior's Wellbeing Workshop that was facilitated online by the Resilience Centre and free online exercise classes run by SHARE. As COVID restrictions eased in early 2022, Council provided community development programs in partnerships with key stakeholders at Council's Community Centres. These included 'Stepping On' with Sydney Local Health District at Bates St Centre and the Business Administration Course with ASTUTE Training at High Street Community Centre.

Council's community grants program operated annually providing support to local community organisations providing financial assistance for local programs and initiatives. A total of \$47,200 was allocated to community grants.

## Community Safety

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) 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 which was accessed on request to assist Police in investigating incidents.

Council provided a range of programs to 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 improved the safety in the Strathfield Council area.

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.

The services that contribute to this theme include:

- Library & Community Services
- Operations
- Communications & Events
- Information & Communication Technology
- Corporate Services



Strathfield Council Library and Innovation Hub





# 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.

Civic Pride and Place Management Theme

## Maintaining clean town centres and neighbourhoods

Council maintained the cleanliness of its town centres and neighbourhoods with consistent cleansing and litter removal. Council provided waste removal and cleansing services on a daily basis in each of the LGA's town centres. 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 were regularly swept, on a minimum three week cycle, by Council's street sweeping service. Additional services were run as required e.g. in response to bad weather conditions and heavy leaf litter. While the objective of the service is to collect leaf litter to improve cleanliness and quality of waterways by managing stormwater pollution from street gutters, the management and cost of the service is compromised by the dumping and blowing of contaminated litter and garden waste into gutters.

The Return and Earn vending machine at Strathfield Town Centre collected containers made from glass, plastic, aluminium, steel and liquid cardboard (cartons) and provides a 10-cent refund for each eligible container, which reduces containers from general litter.

## Supporting business

Council inspected a total of 139 food shops, 11 childcare centres and 2 mobile food vans. 88% of all businesses achieved a rating of three stars (out of five) and were awarded a 'Scores on Doors' certificate. Council carefully monitored businesses which failed to meet standards and investigated food related complaints. Council provides food businesses the opportunity to utilise adjacent footpaths for alfresco dining and footpath trading, thereby expanding the availability of seating. A total of 51 businesses in Strathfield's shopping areas had agreements for alfresco dining.

## Library and cultural services

Visitation rates to the Library declined in comparison to previous years due to implementation of COVID-19 measures which required periods of closure or reduction of Library 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.

Library activities	2019-2020	2020-2021	2021-2022
Library visits	121,458	64,008	44,346
Number of loans of library materials	121,759	94,150	71,763
Number of Wi-Fi sessions at libraries	47,280	24,877	8,343
Computer sessions held at libraries	14,449	2,374	3,547
Total number of library members	19,891	21,544	24,440
% of library members - Strathfield residents	70.7%	69.4%	68%
Home Library visits	158	146	182

Source: Strathfield Library Membership System

The library service provide community programs such as Storytime, Baby Bounce, Book Clubs and volunteer JP services. When in-person services were cancelled due to COVID, where possible programs such as Singalong were held online.

A number of exhibitions were held in the Ironbark Gallery of the Strathfield Library in 2021-2022 which showcased arts, culture and historical themes. 'ROAR' an exhibition of art from local Year 9 and 10 students, 'Historic Houses of Strathfield' from Strathfield-Homebush District Historical Society was held from 16 Dec 2021 - 06 Feb 2022 and Elementals: Stefanie Ferguson, intersection of drawing and ceramics, 11 February – 10 April 2022. Making Memories: Shine Art Academy, showcased the recent artworks of both students aged 5 to 16 years and their teachers, 14 April – 12 June 2022.

## Community events and celebrations

Many of Council's regular events were disrupted or cancelled due to COVID-19 restrictions in late 2021 such as the Strathfield Spring Fair. However with the easing of restrictions, regular events returned including Australia Day in January 2022, International Women's Day in March 2022 and Cooks River Fun Run in June 2022, which attracted high levels of participation. Council, in collaboration with the State Government, ran a series of street festivals in Homebush and Homebush West in March and April 2022.

A total of 647 residents of Strathfield LGA received citizenship, up from 340 in 2020-2021. The grantees came immigrated from many different countries reflecting the diversity of our community.



Book Train Strathfield Library



Chinese New Year 2011



Street Festival



# Liveable Neighbourhoods Theme

## Planning and Development Assessment

Council's Local Strategic Planning Statement (LSPS) sets out strategies and actions for land use planning for the next 20 years and addresses NSW Government regional plans, population and housing future population targets in its land use planning. Progress was made on the preparation of the new Strathfield Local Environmental Plan (LEP), guided by the LSPS and supported by a range of land-use, economic and social studies. A number of studies, were initiated which together with extensive community consultation, provided direction for the new LEP.

All planning applications are now lodged electronically via the NSW Government Planning Portal and are available to view online. Of the 246 development applications determined by Council, the majority concerned residential development, including alterations and additions, ancillary development, new dwelling houses, multi-dwellings and some residential flat buildings (RFBs). There was a slight increase in the amount of Commercial/Retail/Office applications from the previous year.

**Table 7 Development Determinations and Value. Source: Strathfield Council records**

Type	2019-2020	2021-2022	2021-2022
Development Applications determined	246	269	246
Value of Development Applications	\$170,369,239	\$358,397,634	\$127,162,731
Section 96 Applications determined	60	81	52

**Table 8 Categories of development (\$ value). Source: Strathfield Council records**

Type	2019-2020	2021-2022	2021-2022
Residential – alterations and additions	\$94,019,467	\$16,076,784	\$20,120,731
Residential – new dwellings	\$31,827,805	\$56,107,942	\$85,882,406
Residential – multi-unit	0	\$188,816,305	0
Residential – other	\$16,061,059	\$31,270,254	\$27,850
Mixed use	0	0	0
Commercial/Retail/Office	\$8,546,607	\$1,847,579	\$2,279,165
Community Facilities	\$9,259,017	0	0
Industrial development	\$9,458,921	\$17,227,257	\$811,129
Other	\$464,500	\$42,567,046	\$14,281,110
Subdivision	\$271,863	\$245,500	\$481,805
New Second Occupancy	\$330,000	\$2,064,363	\$3,015,330
Infrastructure	\$130,000	\$651,604	\$263,205

## Waste and Public Health

Council provides weekly garbage, fortnightly recycling and green waste collection to residential single dwelling houses (SUDs), a weekly garbage and fortnightly recycling services to multi-unit dwellings (MUDs) and three annual clean-up collections per household in the LGA. Council does not provide industrial or commercial waste services.

A total of 32% waste materials or 5005.37 tonnes was diverted from landfill. This represented a decline from the prior year of 36% and an increase of nearly 20kg additional waste per person. Audits of residential waste bins revealed low waste diversion rates from landfill of Multi-Unit Dwellings (MUDs) and higher levels of waste contamination rates. In response, Council has focused on delivering programs to MUDs focused on education and enforcement to improve these rates.

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.

The services that contribute to this theme include:

- Planning, Place and Development
- Environment, Sustainability and Compliance





**Table 9 Strathfield Council Waste diversion from landfill. Source: Council waste records**

Waste measures	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Total waste materials diverted from landfill (tonnes)	4745	4590	5853	5851	5005
% diversion from landfill	31%	35%	37%	36%	32%
Total waste sent to landfill kg/per person	211kg	238 kg	215.21kg	217.62kg	236.85kg

In 2021-2022, Council implemented a new online clean-up waste collection booking service which enabled residents to pre-book up to 3 household collections per year. Clean-up service capacity was raised by 25%. Availability of clean-up services assists in curtailing illegal dumping.

**Table 10 Strathfield Council On-call Clean-Up service**

Waste	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Clean up (on-call) – no of services	7,800	8,996	7,120	7,556	8,320
Clean up service (tonnes)	1,199.86	1,096.4	1,080.94	1,199.38	1,247.94

Domestic waste is collected from SUDs and MUDs on a weekly basis. Due to increases in the number of dwellings in the LGA, which is currently about 16,500, the number of collections continues to increase. A total of 1,716,000 bins were collected producing a total of 10,254 tonnes of domestic waste was collected from Strathfield LGA households in 2021-2022 which was a slight decrease from the previous year, though increasing from the years prior to 2020.

**Table 11 Strathfield Council domestic, recycling and green waste collection statistics 2017-2022.**

Waste	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Waste bins – no of collections/per year	460,876	472,524	473,564	623,012	1,716,000
Total domestic waste collection (tonnes)	9,229.38	9,631.3	9,899.68	10,395	10,254.58
Recycling bins – no of collections/per year	396,604	202,202	203,580	311, 506	572,000
Total recycling waste collected (tonnes)	2,287.1	2,176.74	2,283.56	2,163.70	2,455.41
Green waste bins – no of collections/per year	205,192	104,000	104,364	175,318	572,000
Total green waste collected (tonnes)	1,885.4	2,220.8	2,319.56	2,451.26	2,768.49
% domestic waste as total waste	69%	69%	63%	64%	66%

Source: Strathfield Council waste statistics.

Green waste collections occur on a fortnightly basis from SUDs. There were approximately 572,000 green waste collections which collected 2,768 tonnes, an increase of about 300 tonnes from the previous year. Recycling collections occurs on a fortnightly basis from SUDs and MUDs. There were approximately 572,000 recycling collections which collected a total of 2,455.41 tonnes was collected in recycled waste, an increase of about 300 tonnes from the previous years.

**Table 12 Strathfield Council illegal dumping statistics 2017-2022. Source: Strathfield Council waste statistics.**

Waste	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Illegal dumping (number of dumps)	1700	1861	985	1166	1498

Council's investigated a total of 1,498 separate illegal dumping incidents, which was an increase of over 300 incidents from the previous year. These incidents primarily involved household waste, commercial and industrial waste and construction and demolition waste. Where owners or dumpers were identified, notices were issued. Council also participated in the Inner Sydney Regional Illegal Dumping (RID) squad and received various grants to target both littering and illegal dumping in industrial areas.

Council promoted events to increase recycling including E-waste, Chemical Clean Out Drop Off events and an increase of drop off points for collection of light globes, batteries, x-rays, printer cartridges, mobile phones and CDs/DVDs recycling. Council supported the collection of unlimited free household items collection by The Bower Reuse and Recycling Centre. Since the launch of the Return and Earn vending machine at the Strathfield Town Centre, over 23 million items of recyclable materials have been collected.

Council maintained a comprehensive public health inspection and investigation management. A total of 45 pollution complaints were received and actioned by Council. Common pollution complaints related to noise, sewer overflows, spills and pollution in waterways, odour and dust which includes industrial sites and building sites, smoky chimneys, BBQ use and backyard burning. Council undertook annual inspections of skin penetration and water cooling towers. Actions were initiated for any non-compliances.

### Trees and Natural Environment

Council is focusing on improving the LGA's street tree coverage as part of a wider program of increasing the LGA's tree canopy. A program involving planting of 443 new trees throughout the Council area was implemented in 2021-2022. Additional plantings occurred along the Cooks River and Hudson Park. Many local native plant species of trees and vegetation were used for plantings in parks, roadways, natural areas and gardens. Strathfield Council partnered with the City of Canterbury-Bankstown in development of the Metropolitan Greenspace Project. Ongoing bush regeneration works continued particularly in Mason Park Wetlands to manage the mangroves and promote community education. New beehives were installed at Coxs Creek Reserve.

### Sustainability and Resource management

Due to COVID-19, most community environmental programs were cancelled, though planning was done for recommencement of National Tree Day and Bushcare in late 2022. Council continued to reduce its use of energy and water resources through programs such as installing LED replacement lighting, solar lighting in parks and transforming high water use activities, such as golf to lower use activities such as parkland. Council has also partnered with other organisations to develop innovative projects such as tree planting

in industrial areas with Macquarie University. Many of Council's projects were recognised and awarded in the Keep Australia Beautiful Awards, and Local Government Excellence Awards.

Across all Council facilities, the total energy use for 2021-2022 was 8,288 GJ. This represented a small decrease from the previous year of 8,367 GJ. Energy consumption in Council facilities has declined since 2019. This is partly attributable to COVID-19 but also actions taken by Council to improve energy efficiency by installation of solar panels on Council buildings, in parks and in conversion of older streetlights to LED.

**Table 13 Strathfield Council Facilities – Energy Consumption .**

Year	Consumption
2016-2017	10,032
2017-2018	9,933
2018-2019	10,070
2019-2020	8,879
2020-2021	8,367

Source: Azility Management Energy usage statistics 2016-2022

Use of potable water in Council facilities including parks and sports fields totalled 33,082 kL, which was an increase from the previous year but significantly lower than water use prior to 2019. This result is partly due to impact of COVID restrictions which caused reduced use of sportsfields. However, there has been a general reduction in water use in Council facilities since 2018-2019, mainly due reductions of water use in key facilities such as Hudson Park, which was converted from a golf course to a park.

**Table 14 Strathfield Council facilities water consumption.**

Year	Consumption
2017-2018	76,984
2018-2019	66,284
2019-2020	35,011
2020-2021	24,457
2021 - 2022	33,082

Source: Azility Management Energy usage statistics 2016-2022



# Responsible Leadership Theme

## Council and Organisation

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, making policy decisions on behalf of and for the benefit of the Strathfield community.

Due to COVID-19, the Council election scheduled for September 2020 was deferred until December 2021. Council organised Councillor Awareness Sessions in order for members of the community and prospective candidates to receive briefings on the role and responsibilities of Councillors prior to the Council election. The Council election was held on 4 December 2021, and the election results were declared on 20 December 2021.

On 12 January 2022, the Councillor's Inauguration Ceremony was held in the Strathfield Town Hall, where the Oath of Office was administered to the newly elected Councillors. Addresses were given by the Hon. Morris Iemma, former Premier of NSW and Thomas Keneally, AO noted novelist, playwright and essayist, whose memoir 'Homebush Boy' recounted in his childhood and upbringing in the Homebush area. Cr Blackmore and Cr Pensabene were elected Mayor and Deputy Mayor respectively on 12 January 2022. The first

ordinary meeting of Council was held on 1 February 2022 and thereafter held on a monthly basis.

To support the newly elected Council, Councillors were provided with initial induction in early January 2022 with ongoing development and learning programs, regular briefings, workshops and weekly information updates issued. A monthly video update of key issues from Council meetings was published on Strathfield TV, a channel on YouTube or via the Council website.

Council's General Manager Henry Wong stepped down on 7 March 2022. Brian Barrett was appointed Council's Acting General Manager until the commencement of a permanent General Manager. Mr Barrett undertook a review of Council's organisational structure, which was adopted by Council on 8 July 2022. Council announced the appointment of the new General Manager, Michael Mamo on 11 July 2022, who commenced work at Strathfield Council on 15 August 2022.

## Council meetings and sub-committees

A total of 4 Council meetings were held from July to December 2021 and 6 meetings from January to June 2022. Council meetings were live broadcasted enabling all members of the public to watch Council proceedings from their homes or remote locations. The recorded Councillor meeting attendance is listed on the following page.

Name of Councillor	July to December 2021	January to June 2022	Total
Matthew Blackmore	4	6	10
Antoine Doueihy	3	-	3
Maryanne Duggan	3	-	3
Nella Hall	4	6	10
Stephanie Kokkolis	4	-	4
Karen Pensabene	3	6	9
Gulian Vaccari	3	-	3
Benjamin Cai	-	6	6
Raj Datta	-	6	6
Sandy Reddy	-	6	6
Sharangan Maheswaran	-	6	6



Spring Festival

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

The services that contribute to this theme include:

- People & Culture
- General Counsel
- Corporate Strategy
- Finance
- Information & Communications Technology
- Corporate Services
- Property and Risk





Council adopted a new sub-committee structure and also resolved in 2022 to join the Southern Sydney Regional Organisation of Councils (SSROC) and the Parramatta River Catchment Group (PRCG). The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public over the 2021-2022 year (noting Council election in December 2021 and therefore, change of representatives):

Committee	2021	2022
Cooks River Alliance	Cr Duggan	Deputy Mayor, Cr Pensabene Cr Maheswaran
Parramatta River Catchment Group	n/a	Deputy Mayor, Cr Pensabene Cr Reddy
Traffic Committee	The Mayor (Chair) Cr Pensabene (non-voting) Cr Hall (Alternate)	The Mayor, Cr Blackmore (Chair) Deputy Mayor, Cr Pensabene
Audit, Risk and Improvement Committee	Cr Hall Cr Duggan	The Mayor, Cr Blackmore Cr Datta
Local Area Command Committee	All Councillors invited to attend	Deputy Mayor, Cr Pensabene Cr Maheswaran
Intermodal Interchange Executive Committee	n/a	The Mayor, Cr Blackmore
SSROC	n/a	Mayor, Cr Blackmore Deputy Mayor, Cr Pensabene (Alternate)

The following Chair and Deputy Chairs were appointed to Council Advisory Committees for the 2022 year:

Committee	Delegates
Multicultural and Diversity Advisory Committee	Cr Reddy (Chair) Cr Cai Cr Datta
Wellbeing Advisory Committee	Cr Pensabene (Chair) Cr Reddy Cr Cai
Local Economic Development and Partnership Advisory Committee	The Mayor

### COVID-19 impacts

From the declaration of the COVID-19 pandemic in January 2020, Council has implemented public health measures to curtail the spread of the disease. From June 2021, Greater Sydney experienced an infection surge and transmission of 'Delta' a more virulent and infectious variant of COVID-19. The surge resulted in lockdowns across metropolitan Councils including the Strathfield LGA which were in place until October 2021. Measures to curtail the spread of COVID-19 continued to disrupt the delivery of and access to Council services in 2021, though restrictions eased in the first half of 2022 which allowed most Council services to be restored. As at 30 June 2022, more than 8 million cases of COVID-19 were reported in Australia, including over 9,000 deaths and over 73 million tests were administered. As at June 2022, over 90% of residents of the Strathfield LGA received the first two immunisation boosters and 64% of eligible residents have received additional booster shots.

### Customer Services

Council's Customer Services provides multiple touch points for customers including in-person counter functions, a call centre, and an after-hours 24/7 service. Over 2021-2022, Council's Customer Service team managed over 43,000 inquiries. There was a decrease in-person visits likely due to the COVID measures though offset by a significant increase in calls. The grade of service was over 95% answering rate and customer satisfaction rate of 97%.

Activity	2019-2020	2021-2022	2021-2022
Calls to Council's Customer Service Centre	27,201	35,480	40,313
Visits to Council's Customer Service Centre	9,961	8,061	4,969
Local Economic Development and Partnership Advisory Committee	The Mayor		

<sup>1</sup> Department of Health and Aged Care, 2022 viewed at <https://www.health.gov.au/resources/collections/covid-19-vaccination-geographic-vaccination-rates-lga>

<sup>2</sup> As above



Council Chambers





# Operational Plan Actions 2021 - 2022





Strathfield Council Library and Innovation Hub

## Overview

Council's Delivery Program 2018-2022 detailed the principal activities Council will undertake during a four year period to achieve the goals and aspirations identified by the local community in the Community Strategic Plan, Strathfield 2030. In June 2021, Strathfield Council adopted its Operational Plan 2021-22 which set out the activities Council has committed to undertake during the 2021-2022 year to achieve its Delivery Program objectives. This is the final report under 'Strathfield 2030' as Council adopted a new Community Strategic Plan 'Strathfield 2035' and Delivery Program 2022-2026 in June 2022, which is operational from 1 July 2022.

This document is divided into five themes or key priority areas in the Community Strategic Plan 'Strathfield 2030' which include:

1. Connectivity
2. Community Wellbeing
3. Civic Pride and Place Management
4. Liveable Neighbourhoods
5. Responsible Leadership

This document reports against each of the 94 actions in the Operational Plan 2021-2022. As of 30 June 2022:

- 90% of actions were 'Completed' or 'Progress 2022-2023' (generally a project over multi-years)
- 10% of actions were 'Cancelled' or 'Delay & revised/reschedule' (either delayed or requiring substantial revision and/or rescheduling)



Strathfield Council Library and Innovation Hub

## Traffic Lights - Key

● Completed
 ● Cancelled
 ● Delayed & revised/rescheduled
 ● Progressed to 2022-23

Progress of Actions – 'Traffic Lights'					
CSP Theme	Completed	Cancelled	Delayed/revised	Progress 2022-23	Total Actions
Connectivity	13	1	7	1	22
Community Wellbeing	18	-	1	1	20
Civic Pride and Place Management	12	-	-	1	13
Liveable Neighbourhoods	18	-	-	2	21
Responsible Leadership	18	-	-	1	21
<b>Totals</b>	<b>79</b>	<b>1</b>	<b>8</b>	<b>6</b>	<b>94</b>

# 1. Connectivity Theme

Community Strategic Plan (CSP) Goal 1.1 Growth Sustained by well-planned and accessible infrastructure  
 Delivery Program (DP) Principle: 1.1.1.2: Prepare short to long term infrastructure and asset strategies to support needs of growing community.

Operational Plan Action 2021-2022	Comment	Traffic Light
Review and update local infrastructure, asset strategies and plans	Condition assessment of Council road assets (including footpath, road, kerb & gutter, carparks, signs, and traffic facilities) is in progress with data completion expected in late 2022. Assessment of bridge assets commenced and condition rating of building assets to commence in late 2022. Once the assessments are completed, the asset management plans, strategies and policy will be reviewed and updated in 2022-2023.	●

Community Strategic Plan (CSP) Goal 1.1 Growth Sustained by well-planned and accessible infrastructure  
 Delivery Program Principle 1.1.2.1: Plan and deliver infrastructure and assets to meet needs of growing population

Operational Plan Action 2021-2022	Comment	Traffic Light
Inspect and monitor Council managed infrastructure and carry out maintenance schedules and repairs/renewal where required.	Regular inspections and repairs were undertaken within Council Service levels on roads, footpaths and traffic signs. Scheduled maintenance was carried out on Council properties including air conditioning, fire services and pest treatments as well as repairs due to storm damage. Shade structures were completed in the Council Administration carpark as well as capital works at Strathfield Park, Hudson Park and Main Library.	●
Implement roads, footpath, drainage, kerb and gutter renewal and/or upgrades in accordance with Capital Works Program 2021-2022	76% of capital works set out in the 2021-2022 Operational Plan were completed. This was comprised of Drainage (100% completion), Footpaths (67%), Kerb and Gutter (67%), Road resheeting (73%). Works were delayed due to the insufficient budget allocation, continuous wet weather in the 3rd and 4th quarter of 2021-2022 and COVID restrictions in 2nd quarter 2021-2022. All road grant funded projects as part of the repair program, block grant and Roads to Recovery (RTR) were completed.	●
Implement parks maintenance and minor upgrades	Cyclical maintenance included mowing, line marking, maintenance of wickets and sportsfields equipment, checks of lighting, irrigation and playgrounds was implemented to schedule in Council's 61 open space, parks and reserves, sportsfields and verges. Works were implemented to improve local street and landscapes including upgrading of street, planter boxes and garden beds at Homebush shops and the landscaping in the Homebush West carpark. Works to upgrade local parks included replanting of Davey Reserve Memorial, planting of new trees at Southend, Elliott Reserve and Bark Huts, delivery of the Fragrant Garden at Hudson Park, installation of cricket nets and volleyball facilities at Airey Park, solar lighting at Chain of Ponds Reserve and Elliot Reserve, new seating at Bressington Park and new bins and dog bag dispensers at Fitzgerald Park.	●
Implement upgrades of Strathfield South and Homebush Town Centre commencing 2021	Works are being reviewed as a redesign and scope is required. Location of services was completed.	●

Plan and construct new Council Depot and SES building	The proposal to construct a SES and Council Depot in Hudson Park west was withdrawn. Crown Lands, owner of the Reserve, did not support this proposal and additionally, Council resolved in February 2022 to withdraw the Council Depot proposal. Crown Lands were notified, the proposal removed from the draft Plan of Management. The draft plan is currently under assessment and will be publicly exhibited once approval is received from Crown Lands.	●
Construction of three pedestrian bridges across Powells Creek at Lorraine, Hamilton and George Streets connecting Strathfield and City of Canada Bay LGA (Parramatta Road Urban Amenity Improvement Plan PRUAIP)	At the end of the financial year, Council is progressing the process of delivering three pedestrian bridges at Lorraine Street, Hamilton Street and George Street  The bridge at Lorraine Street Bridge was installed and access to the bridge is now being programed. Hamilton Street will be reinstalled in September 2022. The bridge at George Street is still subject to approval.	●
Upgrade Parramatta Road public domain at Station Street and between George St and Smallwood Ave (PRUAIP)	Works are out for Tender. Anticipated commencement of the project is October-November 2022.	●

Community Strategic Plan (CSP) Goal 1.1 Growth Sustained by well-planned and accessible infrastructure  
 Delivery Program Principle: 1.1.2.2: Plan and deliver major community and recreational facilities

Operational Plan Action 2021-2022	Comment	Traffic Light
Plan and progress Hudson Park projects including fragrant garden, courts and redevelopment of golf driving range (conditional on funding availability)	The Hudson Amenities Pavilion and Fragrant Garden was opened in 2022. The upgrade of the Golf Driving Range was delayed due to weather but opened in July 2022. Preliminary works were commenced for Hudson Park Stage 2, which includes courts and an off-leash dog area.	●
Complete building and fitout of new Strathfield Park Public Amenities Building and Kiosk	The amenities facility and kiosk was built in Strathfield Park near Homebush Road in 2021-2022.	●

CSP Goal 1.2 Connected and integrated transport networks across Strathfield LGA

Delivery Program Principle: 1.2.1.1: Make representations to NSW Government on regional transport planning and services affecting Strathfield LGA

Operational Plan Action 2021-2022	Comment	Traffic Light
Make representations and engage with the NSW Government concerning integrated and interchange transport planning, service delivery and improved timetabling of rail services	Ongoing representations made to NSW Government, Department of Planning and Transport for NSW (TfNSW).	●

CSP Goal 1.2 Connected and integrated transport networks across Strathfield LGA

Delivery Program Principle: 1.2.1.2: Maintain and embellish regionally connected cycleways

Operational Plan Action 2021-2022	Comment	Traffic Light
Maintain and upgrade cycle and pedestrian pathways along Cooks River and Powells Creeks	Minor repairs were undertaken with a lighting review underway. A report to be provided to Council in September 2022.	●
Improve and upgrade cycleway and Bridge Road domain (GCS program 2021)	The project has been reviewed and works are out to Tender. This is anticipated to commence in October-November 2022.	●



### CSP Goal 1.2 Connected and integrated transport networks across Strathfield LGA

Delivery Program Principle: 1.2.2.1: Plan and implement integrated and connected public and private transport networks in Strathfield LGA

Operational Plan Action 2021-2022	Comment	Traffic Light
Operate and monitor usage and timetabling of the Strathfield Connector Bus service.	The Strathfield Connector Bus ran on reduced schedules due to COVID-19 measures and reduced demand. During the financial year, the service carried a total of 44, 563 passengers. Council resolved in May 2022 to review the Connector Bus routes and service.	●
Review and implement priority actions of Active Transport Plan	Priority items from the Active Transport Plan are under assessment and programming.	●

### CSP Goal 1.2 Connected and integrated transport networks across Strathfield LGA

Delivery Program Principle: 1.2.2.2: Manage and provide accessible parking in high demand areas

Operational Plan Action 2021-2022	Comment	Traffic Light
Monitor parking strategies and programs that address traffic movement and parking accessibility	Regular meetings of the Traffic Committee were held once a month. Actions arising from traffic committee meetings were implemented.	●
Manage and patrol traffic and parking in areas with high volume movement or parking demand e.g. schools, shopping areas, town centres, transport hubs, parks and sportsgrounds	Patrols of school zones, shopping centres and areas of concern are regularly scheduled by Council's parking officers to improve safety of traffic and pedestrian access. All scheduled patrols were achieved during the reporting period. A total of 9584 parking fines were issued with breaches in Council's carpark was the most common offence totalling 26.5% of all fines.	●

### CSP Goal 1.2 Connected and integrated transport networks across Strathfield LGA

Delivery Program Principle: 1.2.2.3: Plan and implement programs to improve road safety

Operational Plan Action 2021-2022	Comment	Traffic Light
Prepare and deliver annual roads safety program and audit traffic signs, road markings and maintenance	Road safety programs were completed.	●

### CSP Goal 1.3 Transformed and connected information and service delivery

Delivery Program Principle: 1.3.1.1: Identify and implement technologies and strategies to transform services and public access

Operational Plan Action 2021-2022	Comment	Traffic Light
Maintain and improve the public Wi-Fi infrastructure	Council offered free public Wi-Fi with 13 access points at the Council Chambers, Town Hall, High St Community Centre, Strathfield Library and Strathfield Square.	●
Implement upgrades to Council's corporate systems to improve efficiencies and capacity	Council implemented the following new corporate systems: <ul style="list-style-type: none"> <li>a new EDMS system called 'CM10', which integrates with many Council systems and records from the previous EDRMS system were migrated into this system</li> <li>a new Security Information and Event Management (SIEM) to centralise, correlate, and analyse data across the IT network to detect security issues</li> <li>the Authority system was updated to the latest patch and commenced implementation of a Debt Recovery Module to enable better management of debt recovery activities</li> <li>NSW ePlanning Portal Stage 2 Integration and DA Enquiry on website were completed</li> <li>Website Health Check completed and improvements made</li> </ul>	●

### CSP Goal 1.3 Transformed and connected information and service delivery

Delivery Program Principle: 1.3.1.2: Provide informative, accurate and timely communications

Operational Plan Action 2021-2022	Comment	Traffic Light
Provide regular updates to the community on actions, proposals and decisions affecting the local community	Council provided updates on 120 Council initiatives. This included development proposals, projects and amendments to plans and policies. Additionally, 16 'Have Your Say' pages were established for Council projects.	●
Review communication strategies. Maintain, monitor and issue Council's communications including print, website, social media ensuring information is available and up-to-date	A total of 56 issues of the weekly e-News were published with an additional 8 electronic direct mails (EDM) advertising projects or events. 704 updates of the Council websites were issued. 1567 Social media updates were issued across Facebook, Twitter and Instagram. 15 ads were published in CALD media and 13 letterbox drops were issued.	●

Streetscape



## 2. Community Wellbeing Theme

### CSP Goal 2.1 Socially cohesive and connected communities

Delivery Program Principle 2.1.1.1: Plan and facilitate community development programs that promote connected and socially cohesive communities.

Operational Plan Action 2021-2022	Comment	Traffic Light
Facilitate and in partnership with key stakeholders, the use of Council's community facilities to provide program and services to meet the needs of local community including Homebush West community centre, Bates St Community Centre and High St Centre.	COVID measures affected delivery of most programs in the second half of 2021 and some programs were delivered online. With easing of restrictions in 2022, Council provided community development programs in partnerships with key stakeholders at Council's Community Centres. These included 'Stepping On' with Sydney Local Health District at Bates St Centre and the Business Administration Course with ASTUTE Training at High Street Community Centre.	●

### CSP Goal 2.1 Socially cohesive and connected communities

Delivery Program Principle 2.1.2.1: Support and provide opportunities for carers and people with a disability to participate in community life.

Operational Plan Action 2021-2022	Comment	Traffic Light
Facilitate and in partnership with disability and carer providers, promote disability inclusion, provide information and address actions in Council's Disability Inclusion Plan	'Creating Disability Confident Customer Experiences', disability inclusion training, was conducted for customer-facing staff in the Library & Human Services in partnership with Australian Network on Disability and Chalmers Road School. Council promoted 'International Day of People with Disability' in December 2021, with sensory packs and magnifying glasses for public use in the library. Promoted free 'statement of employability skills' run by TAFE NSW for eligible people living with disability. With easing of COVID restrictions in 2022, the Monthly NDIS Connection Desk operated at Strathfield Library in partnership with Settlement Service International (SSI). Programs supporting disability inclusion and information included Settlement Services International Entrepreneurship Program, All Abilities Touch Football Program, and Physical Disability Council of NSW workshops for people with a disability and their carers and Australian Centre for Disability Law workshops.	●

### CSP Goal 2.1 Socially cohesive and connected communities

Delivery Program Principle 2.1.2.2: Support an age friendly community to facilitate social connections, healthy and independent lives for older residents.

Operational Plan Action 2021-2022	Comment	Traffic Light
Facilitate and work in partnership to provide programs and events to support older residents	COVID measures affected delivery of most programs in the second half of 2021 and some programs were delivered online, including the Senior's Wellbeing Workshop that was facilitated online by the Resilience Centre. Free online exercise classes for seniors were run by SHARE (who has run programs in our facilities for seniors previously) and promoted by Council. As COVID restrictions eased in early 2022, Council provided community development programs in partnerships with key stakeholders at Council's Community Centres. These included 'Stepping On' with Sydney Local Health District at Bates St Centre and the Business Administration Course with ASTUTE Training at High Street Community Centre. Senior's wellbeing workshop was facilitated online by the Resilience Centre. Free online exercise classes for seniors were run by SHARE (who has run programs in our facilities for seniors previously) and promoted by Council.	●

### CSP Goal 2.1 Socially cohesive and connected communities

Delivery Program Principle 2.1.2.3: Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.

Operational Plan Action 2021-2022	Comment	Traffic Light
Facilitate programs and partnerships to support CALD community and new settlers	In late 2021, Council engaged two caseworkers to run the Helping Hand program for 12 weeks with a total of 54 clients and 13 financial hardship assessments completed. In early 2022, two workshops, in Mandarin, were held by Diabetes NSW & ACT at Strathfield Library. The workshops concerned general diabetes management, healthy eating and physical activity and diabetes in pregnancy (gestational) and family support. Both sessions included a trained educator that targeted culturally specific foods, and the methods to incorporate healthier living for a person with diabetes and their support network (carers, parents, partners etc). The Discover Your Council booklet was translated into 3 languages representing the top languages spoken at home in the Strathfield LGA - Chinese simplified and Korean. Promotion of Aboriginal and Torres Strait Islander resources and books with a display at Strathfield Library for National Reconciliation Week. Funding given to Koori Kids for NAIDOC Week school initiative. Promotion of the Usman Khawaja Foundation cricket program run by Australian International Sports Organisation.	●



Aged Care Clinic



**CSP Goal 2.1 Socially cohesive and connected communities**

Delivery Program Principle 2.1.2.4: Facilitate programs and services for children and their families.

Operational Plan Action 2021-2022	Comment	Traffic Light
Facilitate programs that support children and their families	To support COVID measures Council distributed Healthy Relationship packs to promote healthy relationships among families in the Strathfield LGA. Many resources and games were provided in these packs. Advocate for Children and Young People resources for children and young people were promoted to use during lockdown from various organisations. Affected delivery of most programs in the second half of 2021 and some programs were delivered online. With easing of restrictions in 2022, the Children and Youth Drop-In program was recommenced and regularly held on Thursday afternoons at Strathfield Library. The program was opened to children as well as young people to accommodate the children in the library space wanting to be involved. Additionally, during school holidays this space was opened earlier and on other days for children, young people and their families to utilise in a social/recreational manner. Brush, Book, Bed program delivered in partnership with the Sydney Local Health District at Integricare Preschool, Homebush. This program promotes good oral hygiene, literacy and regular bed times. School holiday movie program run during July school holidays at Strathfield Library in partnership with Strathfield Library programs team. 27 children were in attendance. Promotion of resources from E-safety Commissioner for children and families for Safer Internet Day 2022. The draft Child Protection Policy was adopted by Council.	●

**CSP Goal 2.1 Socially cohesive and connected communities**

Delivery Program Principle 2.1.2.5: Facilitate programs and services for young people

Operational Plan Action 2021-2022	Comment	Traffic Light
Facilitate programs and events that meet the needs of young people	During the COVID lockdown in late 2021, Youth Group meetings were held fortnightly and held online during lockdown. Poetry Slam was held online in partnership with Burwood Council and Word Travels. This included two poetry workshops and a final heat competition where the winner proceeded to the Greater Sydney round. Two workshops facilitated online with the Frank Team for local young people to complete including Communication Skills and Event Management Skills. Two Youth Week events were held in April 2022 which involved two movie afternoons at Strathfield Library. Meetings of the Strathfield Collaborative Youth Group continued. Children and Youth Drop-In continued weekly on Thursday afternoon/evenings at Strathfield Library.	●

**CSP Goal 2.1 Socially cohesive and connected communities**

Delivery Program Principle 2.1.3.1: Develop or support programs to encourage community participation

Operational Plan Action 2021-2022	Comment	Traffic Light
Manage and facilitate volunteer programs for Council and with local community based and not for profit organisations	COVID-19 measures negatively impacted on volunteer activities for most of the second half of 2021. Volunteers assisted with the Carols at Christmas event, Cooks River Fun Run, programs and activities in the Strathfield Council Library & Innovation Hub. Volunteers recruited for the Bushcare program and National Tree Day and work prepared for the reopening of the Community Garden Program and Volunteer Networking Dinner Event.	●
Coordinate participation and activities for a Strathfield community choir	The operation of the Community Choir was affected by COVID measures from July to November 2021, but was able to return to in-person live practice. However, some performances were cancelled due to COVID outbreaks. Attendance of choir members increased to 22 on average and performances have been scheduled at events in late 2022.	●

**CSP Goal 2.1 Socially cohesive and connected communities**

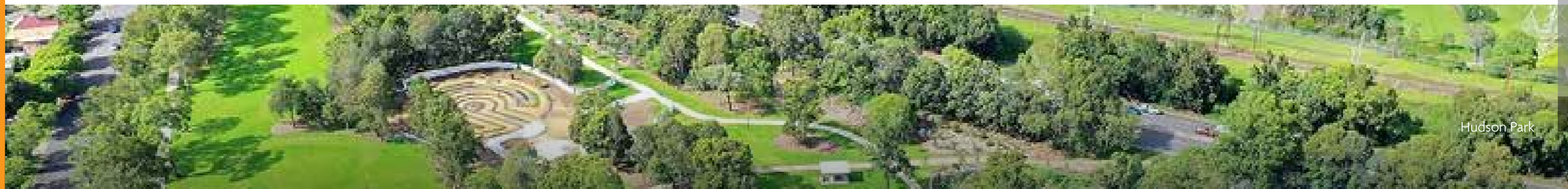
Delivery Program Principle 2.1.3.2: Provide financial assistance and incentives for local community programs and events

Operational Plan Action 2021-2022	Comment	Traffic Light
Review, promote and administer local community grants	Council awarded a total of \$47,200 in community grants to 18 community groups and organisations. The program helps all facets of our community including children, youth, seniors, CALD, low socioeconomic and more. All of the 2021-2022 community grant were acquitted by the recipient organisations. The 2022-2023 community grants were promoted to the past four year recipients and local community organisations/groups.	●

**CSP Goal 2.2 Healthy and active community**

Delivery Program Principle 2.2.1.1: Review planning strategies for open space, community and recreational facilities.

Operational Plan Action 2021-2022	Comment	Traffic Light
Review planning strategies and management plans for parks and open space, community and recreational facilities to protect and beautify Strathfield's parklands and open areas.	Draft Plans of Management for Strathfield Park, Bressington Park and Hudson Park were prepared and submitted to Crown Lands for review. On advice of Crown Lands, amendments have been made to draft plans and resubmitted for their approval, which is required before draft plans are placed on public exhibition before adoption by Council. Plans of Management concerning community land located near Powells Creek, Inveresk Park, Cooks River Natural Area Corridors and Coxs Creek Reserve are under review and community consultation has been planned as part of the review of these Plans.	●



Hudson Park

## CSP Goal 2.2 Healthy and active community

Delivery Program Principle 2.2.1.2: Manage and optimise use of parks, sportsgrounds and recreational facilities

Operational Plan Action 2021-2022	Comment	Traffic Light
Manage hire and agreements for formal use of sportsgrounds, parks and facilities	<p>Council provided sporting, recreational and community clubs and organisations access to sportsgrounds and recreational facilities. From July to December 2021 there was a total of 46 Sportsfield bookings, 11 community facility bookings and 39 casual hire agreements during the reporting period. Council's grass fields were booked to 100% capacity and the synthetic fields were booked for 66% of the available time, the majority of the remaining 34% booking time was free during week days.</p> <p>The most used sporting fields were Hudson Park at 46 hours per week, Strathfield Park 46.5 hours per week and Begnell Field 41 hours per week. Council also had recreational and community organisations access to our Community Facilities. 127 venue and facilities enquiries were processed during the reporting period. Council also had 24 active Lease and Licence Agreements during the reporting period. From January to June 2022 Council's grass fields were booked to 100% capacity and the synthetic fields were booked for 70% of the available time, the majority of the remaining 30% booking time was free during week days. The most used sporting fields were Hudson Park at 45 hours per week, Begnell Field 38 Hours per week, Strathfield Park 37 hours per week and Bressington Park 19.5 hours per week. 86 venue and facilities were made by 37 different hirers during the reporting period. Council also had 23 active Lease and Licence Agreements during the reporting period.</p>	●
Monitor and maintain parks, amenities and recreational facilities to a high standard.	Monitoring was carried out across Council's 61 open spaces, parks and reserves, sportsfields and verges along with the upgraded garden beds at Homebush shops.	●

## CSP Goal 2.2 Healthy and active community

Delivery Program Principle 2.2.2.1: Facilitate community participation and partnerships to promote active and healthy living programs

Operational Plan Action 2021-2022	Comment	Traffic Light
Promote programs and work with local sporting and recreation organisations to deliver learning, health and social wellbeing for general community and specific target groups	<p>Council facilitated community partnerships and participation in a number of events and programs to promote active and healthy living which included:</p> <ul style="list-style-type: none"> <li>• Collated resources and information for Women's Health Week to promote to the community</li> <li>• Promoted TAFE short course to upskill people who have been unemployed due to the pandemic</li> <li>• Promoted NSW Government and ATO workshops for small businesses.</li> <li>• Promotion of rough sleeper flag system for National Homelessness Week.</li> <li>• Safer Internet Day with E-safety Commissioner resources</li> <li>• Digital Tutoring and Life Skills - Bright Minds Club</li> <li>• 2022 Infrastructure Traineeship for school leavers</li> <li>• Virtual Stepping On program - Sydney Local Health District</li> <li>• Healthy and Active for Life Online Program - Sydney Local Health District</li> <li>• Disability Entrepreneurship Program - Settlement Services International</li> <li>• All Abilities Touch Football Program</li> <li>• Disability workshops - Physical Disability Council of NSW</li> <li>• Disability workshops - Australian Centre for Disability Law</li> <li>• Men's Health Week information</li> <li>• Lifeblood donation</li> <li>• Head to health mental health support - Federal Government</li> <li>• Usman Khawaja Foundation – Cricket Program</li> </ul>	●

## CSP Goal 2.3 Safe and accessible places

Delivery Program Principle 2.3.1.1.: Liaise with key stakeholders and implement community safety programs e.g. police

Operational Plan Action 2021-2022	Comment	Traffic Light
Work in partnership with Police to deliver community safety education campaigns on issues of community concern.	Two Community Safety Audits were completed at Courallie Ave, Homebush West + Austin Park, and The Crescent + Eastbourne Road Homebush West. No campaigns were completed during this time due to lockdown. However, issues from these two safety audits were flagged within Council to be followed up by relevant departments.	●

Strathfield Park Synthetic Field





**CSP Goal 2.3 Safe and accessible places**

Delivery Program Principle 2.3.2.1: Plan and deliver community safety strategies and actions

Operational Plan Action 2021-2022	Comment	Traffic Light
	The Community Safety and Precinct Committee (CSPC) includes Strathfield and Cumberland Council staff, Sydney Markets, Auburn PAC Crime prevention office, Auburn PAC Superintendent Commander and MP electoral personnel. Meeting was held on 25 February 2022, with agreed actions to proceed community education sessions for community policing to begin in July 2022. Community safety audit was completed for St Anne's Reserve, Strathfield South by Auburn PAC. Improved maintenance was recommended including ensuring lighting wasn't concealed and adjusted for night-time hours, landscaping care with lopping of trees and clearing of garden beds to avoid concealment for criminal activity and removal of graffiti from some tables/benches to prevent antisocial behaviour/further vandalism.	
Implement actions prioritised from Strathfield Community Safety Plan including safety audits	Promoted police factsheets on preventing parcel theft on social media and website in April 2022, covering home security devices, click & collect services, parcel delivery boxes, signature confirmation of delivery, and secure location preferences. Other resources promoted by NSW Police include 'Protecting your Tools', 'Buy, Swap and sell smart', 'preventing food delivery theft' and 'Buy, swap and sell vehicle smart' factsheets. These were promoted through social media channels and via community organisations in the Strathfield LGA. Completed rough sleeper street count with Department of Communities and Justice on 21 February 2022. There was 1 person recorded in the Strathfield LGA on this evening count, which is the same recorded figure from the previous year.  Rough sleeper flag system continued throughout Council with 2 further internal reports a rough sleeper, which were reported to Wesley Mission and DCJ HOST teams. This flag system was promoted to the Strathfield community also.	●

**CSP Goal 2.3 Safe and accessible places**

Delivery Program Principle 2.3.2.2: Maintain safe public areas in Strathfield

Operational Plan Action 2021-2022	Comment	Traffic Light
Maintain and implement CCTV programs in town centres and key locations and support community safety programs	Council operated over 130 CCTV cameras across the Strathfield LGA. 20 requests were received in 2021-2022 for access to CCTV footage.	●
Review street and park lighting and action changes as required	Review to be undertaken of all cycleway lighting and efficiency.	●
Manage effective tree pruning programs in streets and public areas	82 Tree removal application (DA's) approved for 2022. 406 trees planted in the Strathfield South, Greenacre and Belfield areas. Re-active maintenance has been undertaken throughout the LGA in multiple parks including Hudson Park, Airey Park, Bark Huts and Ismay Reserve. Council has been approved for a tree inventory and is currently in the procurement phase of the project, this will give Council clear data on the Urban forest and assist with future management decisions. A street tree pruning specification and route for proactive maintenance has been developed and is ready for tender process. Cyclical maintenance carried out for maintenance period in Strathfield, Mason and Bressington Gardens.	●

Respond and address anti-social behaviours, graffiti, vandalism and illegal waste dumping and support community safety initiatives. Continue the night patrols introduced in 2020.	Investigation and actions on illegal dumping, parking and breaches of development consent was conducted by Regulatory Officers resulting in successful prosecutions. Council focused on illegal dumping and Multi-Unit Dwellings in Homebush West with hand delivered information flyers and liaison with Strata Managers, programs in Strathfield South to reduce illegal dumping of household waste and reduction of litter around Flemington Station. Actions taken to remove abandoned trolleys and vehicles from footpaths, verges and streets.
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**CSP Goal 2.3 Safe and accessible places**

Delivery Program Principle 2.3.3.1: Prepare plans and support local emergency management

Operational Plan Action 2021-2022	Comment	Traffic Light
Participate and work in partnership to implement local emergency management plans, educate community and respond to emergencies.	In addition to attending quarterly Local Emergency Management Officer (LEMO) meetings, Council also participated in the Regional Emergency Management Meetings.	●





# 3. Civic Pride and Place Management Theme

## CSP Goal 3.1 – Engaging and activated public places

Delivery Program Principle 3.1.1.1: Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres

Operational Plan Action 2021-2022	Comment	Traffic Light
Centres Strategy developed 2021 and monitor plans for upgrading Strathfield Town Centre and integrating transport services	Draft Commercial Centres Strategy completed. Further studies and analysis required in 2022-2023 due to insufficient evidence base to support the master planning and implementation of Council's commercial centres.	●
Dedicate resources to and promote cleanliness and safety in town and village centres in the Strathfield LGA.	Council's Cleansing team completed daily cleansing of the five major centres in the Strathfield LGA.	●
Manage and monitor footpath trading, leases and promote alfresco dining in town centres	A total of 51 outdoor dining and footpath trading agreements were in place during 2021-2022.	●



Strathfield Square Christmas Tree

## CSP Goal 3.1 – Engaging and activated public places

Delivery Program Principle 3.1.2.1: Develop and manage Strathfield place promotion

Operational Plan Action 2021-2022	Comment	Traffic Light
Implement programs that promote Strathfield LGA	The Strathfield Christmas Carols showcased local talent and entertainment in December 2021. NSW Government's Festival of Place, 'Street Festival 2140' was held on successive weekends over March and April 2022 to promote the shopping areas of Homebush and Homebush West to the rest of the Strathfield LGA and the wider Sydney. There was extensive coverage of the events including in newspapers, event listing websites, blogs, social media and digital media.  The Cooks River Fun Run was held on 19 June 2022 and showcases the Cooks River and the Bay-to-Bay walkway. Over 500 people participated in activities including a 5km and 10km run, a 5km walk, and a 2km kids run, which ensures there are activities for all levels of ability. The event was sponsored by Cooks River Alliance and Rise Personal Training and Fitness as well as charity partner Bowel Cancer Australia who were all on site.	●
Review and upgrade gateway and directional signage in key sites and town centre locations. Investigate integration of electronic signage to promote events and provide timely information.	Signage has been finalised and ordered. Installation will occur in this period. Electronic signage was reviewed and delayed due to budget implications.	●
Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season	Installation of decorations for the 2021-2022 Christmas period commenced in mid-November and removed in early January 2022. 4 Christmas trees were installed at Strathfield Square, Strathfield Town Hall, Rochester St Homebush and outside the Flemington rail station in Homebush West. Approx. 300 garlands were hung from shop awnings across the LGA. Work commenced in early 2022 for the Christmas season 2022-2023 including a new tender.	●

## CSP Goal 3.1 – Engaging and activated public places

Delivery Program Principle 3.1.3.1: Implement programs to educate, improve and monitor business regulation compliance

Operational Plan Action 2021-2022	Comment	Traffic Light
Implement inspections of food businesses and achieve 80% of 3 stars and above Food Safety 'Scores on Doors' program	88% of food businesses achieved 3 stars or above (out of five) in the Scores on Doors Program. Council officers inspected a total of 139 food shops, 11 childcare centres, and 2 mobile food vans. 17 food inspections resulted in a failed inspection. Council carefully monitored businesses which failed to meet standards and investigated 8 food related complaints. A total of 12 improvement notices, 2 warning letters were issued. Targeted education was undertaken onsite at premises that were subject to warning letter or improvement notices.	●
Conduct Business Compliance Environmental Audit and Monitoring Audit	Business compliance and environmental audits were completed. This included 30 inspections of water cooling systems across 16 sites within the LGA. Council inspectors audited records to ensure that routine activities including monthly water sampling, scheduled maintenance and cleaning were documented. 100% were found to be compliant therefore no warning letters issued regarding non-compliances were required. A total of 13 businesses that conduct skin penetration procedures were inspected. 10% failed their inspections which resulted in one warning letter being issued.	●



**CSP Goal 3.2 – Creative and cultural community**

Delivery Program Principle 3.2.1.1: Promote and provide library and information services to meet community and cultural needs

Operational Plan Action 2021-2022	Comment	Traffic Light
Design and deliver programs that facilitate learning, literacy and technology across all ages and groups including children, youth, adults, disabilities, seniors and cultural and linguistic diversity	The Strathfield Library & Innovation Hub was closed from 27 June to 17 Oct 2021 due to COVID measures. To maintain a service while the Library was closed, the Library service recorded and produced 8 online children and 4 online bi-lingual videos and 7 Storytime in the Park sessions were held. The Library reopened as COVID safe in line with health restrictions and the service and regular programs were returned.	●
	Regular programs to support pre-school children and their families were held at the Library, which included: 19 Baby Bounce sessions with total attendance of 160, 18 Toddler Time sessions with total attendance of 148, 19 Storytime sessions with total attendance of 270 and National Simultaneous Storytime attendance of 14. A new Bi-Lingual in Korean and English language was launched with a total of 5 sessions held with 33 attendees.	
	Programs for primary school children included: Reading Buddies with Duke of Edinburgh volunteers restarted with 10 sessions with 43 total participants. 4 Holiday craft sessions were held with 67 total participants. The new Lego Club afterschool program and holiday sessions were held with 42 total participants. 607 appointments with the Justice of the Peace provided by NSW JP Association.	
Provide information services, including loans, reference services, target group collections and digital resources	13 Book club meetings with 66 total participants. 13 Conversation Club sessions provided by MetroAssist with 182 total participants. Services for seniors included providing 15 Tech Savvy Senior sessions (5 Chinese, 5 Korean, 5 Tamil participants) with 89 total participants. The Library provided a total of 182 Home Library visits to persons unable to access the service in-person due to health issues.	●
	There were 71,763 loans of library materials including 11,854 electronic loans. 5,765 new items were purchased and added to the library collections. A total of 1366 new members joined the library service, with a total of 24,440 members. The Library service provided themed displays for target groups and events including Library Lovers Day, International Women's Day, Harmony Week, May the 4th be with you, Lego Club/Cooks River Fun Run cross promotion, National Reconciliation Week, NAIDOC Week and Pride Month.	



Ironbark Gallery

**CSP Goal 3.2 – Creative and cultural community**

Delivery Program Principle 3.2.1.2: Facilitate and deliver programs to embrace and celebrate culture

Operational Plan Action 2021-2022	Comment	Traffic Light
Coordinate and present exhibitions and programs promoting cultural, artistic and historical information and works	A number of exhibitions were held in the Ironbark Gallery of the Strathfield Library in 2021-2022 which showcased arts, culture and historical themes. This included: ROAR - School Art 24 June - 21 Nov 2021, Aus-Korean 60th Anniversary Photograph Exhibition 22 Nov - 12 Dec 2021; the 'Historic Houses of Strathfield' from Strathfield-Homebush District Historical Society was held from 16 Dec 2021 - 06 Feb 2022 and Elementals: Stefanie Ferguson, intersection of drawing and ceramics, 11 February – 10 April 2022. Making Memories: Shine Art Academy, showcased the recent artworks of both students aged 5 to 16 years and their teachers, 14 April – 12 June 2022.	●

**CSP Goal 3.2 – Creative and cultural community**

Delivery Program Principle 3.2.2.1: Promote and facilitate events that respect and recognise civic and community achievements

Operational Plan Action 2021-2022	Comment	Traffic Light
Undertake recognition and celebrate civic and community achievements	During 2021-2022, 647 conferees received Australian Citizenship at a ceremony held at Strathfield Council. COVID-19 measures affected the holding of ceremonies until December 2021 and these were managed online, but in the period January to June 2022, ceremonies were again held in-person at the Strathfield Town Hall. Backlogs were addressed and ceremonies are now up to date.	●

**CSP Goal 3.2 – Creative and cultural community**

Delivery Program Principle 3.2.2.2: Facilitate events to connect and strengthen the community

Operational Plan Action 2021-2022	Comment	Traffic Light
Design, facilitate and promote events that provide a range of opportunities for community participation	Due to COVID-19 restrictions, the Strathfield Spring Festival was cancelled. Strathfield Christmas Carols 2021 (approx 2,000pax) and the first half of the Movies in the Park season were held at Strathfield Park - The Croods: A New Age (200pax) and Abominable (100pax). Strathfield Council re-instated events this period with 3x Strathfield Nights live music events in Strathfield Square on Saturdays 15, 22, 29 January 2022 (300-400pax each event).  Australia Day was held at Strathfield Park on 26 January (2,000pax). Movies in the Park occurred on 26 January as part of the Australia Day event, however was washed out in February and cancelled in March due to conflict with Street Festival 2140. International Women's Day was on 8 March 2022 (90pax). Cooks River Fun Run was on 21 June (500pax). Council also held Street Festival 2140 as part of the NSW Government Open Streets grant. This event was held across 5 weekends in Homebush and Homebush West and attracted crowds of up to 5,000pax across the entire event. Surveys responses were positive.	●

# 4. Liveable Neighbourhoods Theme

## CSP Goal 4.1 – Quality, liveable and sustainable urban design and development

Delivery Program Principle 4.1.1.1: Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA

Operational Plan Action 2021-2022	Comment	Traffic Light
Completion of heritage study in 2021	Draft study of existing Local Heritage items and Heritage Conservation Areas completed and presented to Councillors in 2021. The study will be publicly exhibited as part of the exhibition of the Strathfield LEP 2021 review	●
As part of LEP review and preparation, undertake associated reviews and studies including but not limited to review of conflicts arising from zoning	Further studies and analysis is required due to insufficient evidence base to support implementation of strategies and allocation of further resources. Strategies identified and included in Operational Plan 2022-2023.	●

## CSP Goal 4.1 – Quality, liveable and sustainable urban design and development

Delivery Program Principle 4.1.1.2: Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA

Operational Plan Action 2021-2022	Comment	Traffic Light
Finalise and implement new Local Environmental Plan (LEP) and prepare Development Control Plan (DCP).	Conditional Gateway Determination was issued in April 2022. Council Planning team has an on-going representation with state agencies to satisfy the conditions of gateway determination and satisfy the approved timeframes. Review of DCP will commence once the LEP is exhibited. This action will be continue in Operational Plan 2022-2023.	●

## CSP Goal 4.1 – Quality, liveable and sustainable urban design and development

Delivery Program Principle 4.1.2.1: Provide and monitor effective and efficient planning and development

Operational Plan Action 2021-2022	Comment	Traffic Light
Advertise and notify development proposals on Council's website and in accordance with Community Participation Plan guidelines.	All development applications were notified in accordance with Council's Community Participation Plan. With the introduction of the new Development Application (DA) tracker, the public can view all associated documentation and make a submission through the tracker. Applications required to be advertised were placed on the Public Notice section of Council's website.	●
Assess and determine development applications and planning proposals	All development applications are managed through the NSW Planning Portal. A total of 246 development applications were determined valued at over \$127M. Internal procedures and processes reviewed to ensure assessment of applications is in line with Departmental Best Practice Guidelines	●
Provide support for planning panels	Continuous and on-going representation and support to the Planning Panels as required, including the Sydney East Planning Panel, Strathfield Local Planning Panel, Design Review Panel and Internal Development Assessment Panel.	●

## CSP Goal 4.1 – Quality, liveable and sustainable urban design and development

Delivery Program Principle 4.1.3.1: Develop plans and make representations to improve housing affordability

Operational Plan Action 2021-2022	Comment	Traffic Light
Work with State Agencies and advocate to NSW Government for programs to support housing affordability	Continuous and ongoing representations were made to state authorities.	●

## CSP Goal 4.2 – Clean, attractive and well maintained neighbourhoods

Delivery Program Principle 4.2.1.1: Provide effective waste management and street cleaning services

Operational Plan Action 2021-2022	Comment	Traffic Light
Provide general and green waste, recycling and on-call collection services to residential properties	Council operated regular weekly red bin and fortnightly yellow and green bin collections for residential houses; and weekly waste and fortnightly recycling bins from Multi-Unit dwellings. All services ran to schedule in 2021-2022. A total of 10,254.58 tonnes of domestic waste, 2455.41 tonnes of recycling waste and 2768.49 tonnes of green waste was collected from residential properties. 32% of waste or 5005.37 tonnes diverted from landfill.	●
	Additional to offering of weekly and fortnightly residential waste collection services, Council provided a range of programs to support waste management strategies. This included provision of cleanup collection services.	
	Council managed 1494 Illegal dumping incidents reported, investigated and actioned measuring 250.06 tonnes. Council inspected 25 Medium Unit Dwellings (MUDs) on a weekly basis.	
Prepare and implement programs in accordance with Waste Management Plan	Compost Revolution: 38 households requested compost bins. Waste events - (Chemical Clean Out collected 13.81 tonnes and Garage Sale Trail occurred during 2 weekends. Homebush West Industrial Area Litter Project reduced 92% litter count in the area and 99% litter volume. Recycling Stations for clothes, e-waste, light globes, CDS/DVDs, printer cartridges, mobile phones, X-rays and batteries. Strathfield Enviro Squad school program on 4 schools. Clean Up Australia Day was held in February 2022. Homebush West Industrial Area Litter Project reduced 92% litter count in the industrial area (99% volume reduction) and 69% litter item reduction on Residential areas around Sydney Markets (97% litter volume reduction).	●
	Recycling Stations for clothes, e-waste, light globes, CDS/DVDs, printer cartridges, mobile phones, X-rays and batteries. Strathfield 'Enviro Squad' school program was rolled out into four schools with a 70% participation rate.	
Manage street sweeping programs	Street sweeping of the LGA's 239 streets and gutter cleaning operated to schedule. Materials from street sweeping and drainage/gutter cleaning recycled at Downer and totaled 418.27 tonnes. Town centres, bus shelters and public places cleaned and litter picked up daily.	●



### CSP Goal 4.2 – Clean, attractive and well maintained neighbourhoods

Delivery Program Principle 4.2.2.1: Review and deliver public health and pollution control programs

Operational Plan Action 2021-2022	Comment	Traffic Light
Investigate and monitor pollution events and take action on compliance breaches of the POEO Act 1997	45 pollution complaints were received and actioned by Environmental Services. Further action of these complaints includes referral to Hazmat and the relevant combat agency.	●
Investigate complaints and/or breaches of permits	Environmental Services is the Appropriate Regulatory Authority (ARA) for underground petroleum systems within the Strathfield LGA. The LGA has 11 sites that are monitored. All sites had adequate loss monitoring system, fuel operation plan, and leak detection system. No breaches of permits were found.	●

### CSP Goal 4.2 – Clean, attractive and well maintained neighbourhoods

Delivery Program Principle 4.2.2.2: Implement and enforce responsible animal management program

Operational Plan Action 2021-2022	Comment	Traffic Light
Deliver responsible animal management programs	A total of 69 companion animals (dogs and cats) were impounded with 53 animals re-homed. There were 12 dog attacks investigated and actioned. Review of program and policy scheduled for 2022-2023.	●

### CSP Goal 4.2 – Clean, attractive and well-maintained neighbourhoods

Delivery Program Principle 4.2.2.3: Maintain high standards of public domain maintenance

Operational Plan Action 2021-2022	Comment	Traffic Light
Implement public domain maintenance programs	Council's Cleansing Team undertook daily cleansing of the 5 major centres and 9 bus shelters within the Strathfield LGA.	●

### CSP Goal 4.3 – Thriving and resilient environments

Delivery Program Principle 4.3.1.1: Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems

Operational Plan Action 2021-2022	Comment	Traffic Light
Continue restoration and/or naturalisation projects at Mason Park Wetlands, Cooks River and Coxs Creek with Sydney Water	Ongoing bush regeneration works continued with additional tree planting undertaken along the Cooks River. Works were undertaken at Mason Park to manage mangroves and community education and beehives were installed at Cox's Creek Reserve.	●
Address rubbish dumping in Cooks River in accordance with Waste Strategy	Council liaised with Sydney Water and the City of Canterbury-Bankstown Council to address litter flowing downstream into the Strathfield LGA area. Council participated on the Cooks River Alliance Litter Strategy Committee. Work is being undertaken to analyse viability of litter traps/boom traps installation and maintenance.	●

### CSP Goal 4.3 – Thriving and resilient environments

Delivery Program Principle 4.3.1.2: Work in partnership with key stakeholders and community to maintain, restore and improve natural environment

Operational Plan Action 2021-2022	Comment	Traffic Light
Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas.	Council worked in partnerships with a number of regional networks and organisations to maintain, restore and improve the natural environment including the Cooks River Alliance, Sydney Weeds Committee and Department of Planning and Environment on biosecurity. Council resolved in June 2022 to rejoin the Parramatta River Catchment Group.	●
Promote and manage National Tree Day, volunteers and Bushcare programs to align with Council's biodiversity and conservation	Due to COVID-19 measures National Tree Day and Bushcare programs were cancelled and/or postponed. Work undertaken preparing for events in second half of 2022. Works undertaken at Coxs Creek Reserve and Mason Park Wetlands to improve habitat. Inspections conducted at Sydney Flower Markets and plant trading businesses to detect priority weeds.	●

### CSP Goal 4.3 – Thriving and resilient environments

Delivery Program Principle 4.3.2.1: Plan and facilitate environmental community education and information programs

Operational Plan Action 2021-2022	Comment	Traffic Light
Engage with schools and general community in programs concerning environmental and stormwater education	Participated in the community engagement process for the preparation of the Community Strategic Plan through discussions on environment with Homebush Boys High School's Environment Club. Strathfield Enviro Squad Program available for school. Some engagement programs cancelled/postponed due to COVID-19 lockdowns.  Strathfield Enviro Squad Program was rolled out in four schools with 70% participation rate.	●

### CSP Goal 4.3 – Thriving and resilient environments

Delivery Program Principle 4.3.3.1: Develop and implement energy savings and resource efficiency programs

Operational Plan Action 2021-2022	Comment	Traffic Light
Make representations to State and Federal Governments for incentivisation of waste recycling. Develop and implement local resource savings and efficiency programs.	Council has been active in the participation and review of domestic waste management best practice and is furthering circular economy projects. Work commenced on preparation of a Climate Change Strategy, which is identified in the 2022-2023 Operational Plan.	●

# 5. Responsible Management Theme

## Goal 5.1 – Trust in Council’s leadership and decision making

Delivery Program Principle 5.1.1: Consult and engage with the community on significant plans and policies and take action on community priorities

Operational Plan Action 2021-2022	Comment	Traffic Light
Prepare and implement community engagement processes for major projects and proposals. Utilise community panel for feedback and validation. Investigate engagement tools and applications that incorporate community languages.	Community engagement for the Community Strategic Plan was finalised in February 2022. This included stakeholder interviews, surveys and focus groups. Three surveys were conducted - 2 external on Council performance and Living in Place, the third a general community survey was managed in-house and all households in the LGA were notified of the survey in addition to website and social media. The results of the engagements were incorporated into preparation of the new Community Strategic Plan and Delivery Program/Operational Plan actions (the scope and results from these engagements is outlined in the Community Strategic Plan Strathfield 2035 which was adopted in June 2022). While surveys were issued in community languages, very few were completed and returned in languages other than English. Some of the consultation processes utilised translators for discussions with people with no or minimal English speaking skills. Membership of the Community Panel was updated and members were approached to participate in the community engagements for the Community Strategic Plan.	●
Make representations on issues of relevance to Strathfield LGA where required.	Council advocated to the NSW Government and agencies on planning issues. A submission was lodged to the Geographical Names Board on the proposal to rename Belfield to Strathfield South in March 2022. Response from GNB required further notification process by Council of responses to the proposal. Resolution of issue continuing into 2022-2023.	●

## Goal 5.1 – Trust in Council’s leadership and decision making

Delivery Program Principle 5.1.2.1: Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations

Operational Plan Action 2021-2022	Comment	Traffic Light
Administer Council meetings including live broadcast of meeting proceedings	10 Council Meetings were held including the meeting held on January 12 2022 to elect the Mayor and Deputy Mayor following the Council election in December 2021. All Council meetings were live broadcast.	●
Publish and Council business paper and issue minutes within timeframes	All business papers for Council meetings and subsequent minutes were issued within timeframes.	●
Facilitate and support Council advisory committees	Council resolved in February 2022 to establish the Local Economic Development and Partnership Advisory Committee, Multicultural and Diversity Advisory Committee and Wellbeing Advisory Committee. Terms of reference prepared and Expressions of Interest (EOI) issued to invite community members to nominate for the committees. The first meetings are scheduled for August 2022.	●

## Goal 5.1 – Trust in Council’s leadership and decision making

Delivery Program Principle 5.1.2.2: Provide support to Councillors in order to perform and meet their responsibilities

Operational Plan Action 2021-2022	Comment	Traffic Light
Undertake Councillor Induction programs post-election and manage and report on ongoing Councillor learning and development programs.	The Council election was held in December 2021. Prior to the election, a number of pre-election information sessions on the electoral process, role of councillors and Code of Conduct were conducted. Councillors had a two day induction session and received a Councillor Handbook Guide and are provided ongoing learning and training opportunities through Local Government NSW.	●
Provide timely and accurate information to Councillors and, utilise informal settings to encourage constructive participation and open discussions.	Workshops were held on the third Wednesday of each month to provide briefings to Councillors and covered reports requested through Council resolutions as well as important issues facing Council. These Workshops provide information, enable dialogue between Council Officers and Councillors and are not decision making meetings. Each week Council Officers provide Councillors with an update or information on projects, events, media activities or local government news.	●
Ensure s.4.21 returns are updated within timeframes and training provided for quality assurance	All Councillors (7) for the new term were requested to complete the s4.21 returns. All returns were completed within statutory timeframes.	●

## Goal 5.2 – Accountable Council performance

Delivery Program Principle 5.2.1.1: Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030

Operational Plan Action 2021-2022	Comment	Traffic Light
Prepare plans, reviews and reports as required under the Integrated Planning and Reporting framework including End of Term Report 2021 and CSP Review 2021-2022	The End of Term Report was finalised and presented to the final meeting of Council in 2021. The Delivery Program report for January to June 2021 was presented to Council in September 2021. Annual Report was published in November 2021 within timeframe. State of Environment Report prepared and published in November 2021. The review and presentation of the new Community Strategic Plan, Delivery Program, Operational Plan and Long Term Financial Plan was presented to Council, placed on public exhibition and adopted by Council on 7 June 2022. The community engagement process was held from August 2021 to February 2022 and informed the preparation of the new adopted Integrated Planning and Reporting (IPR) framework.	●
Regularly survey, monitor and report on Council’s performance	Council Satisfaction Survey for 2021 completed. Key results reported in Annual Report 2021. End of Term report 2021, which was presented to the final Council meeting in 2021, contained reporting against benchmarks for a wide range of services, programs and infrastructure over the period of the Council term across Quadruple Bottom Line (QBL). The Delivery Program Progress Report for July to December 2021 was presented in May 2021. The next progress report and Annual Report for 2021-2022 will be presented to Council in 2022-2023 financial year.	●



### Goal 5.2 – Accountable Council performance

Delivery Program Principle 5.2.2.1: Ensure Council's workforce has skills and capacity to deliver the Community Strategic Plan.

Operational Plan Action 2021-2022	Comment	Traffic Light
Implement strategies and actions set out in the Workforce Management Strategy	All appropriate recruitment and selection, staff development and staff engagement strategies and actions set out in the Workforce Management Strategy have been applied to the workplace. The year has been challenging with an extraordinary amount of recruitment and separation processes undertaken, which have met organisational requirements and has come in under budget.	●

### Goal 5.2 – Accountable Council performance

Delivery Program Principle 5.2.3.1: Implement practices that promote safety and quality service outcomes

Operational Plan Action 2021-2022	Comment	Traffic Light
Implement Enterprise Risk, Internal Audit and business continuity plans.	3 Audit Risk and Improvement Committees (ARIC) were held in 2021-2022. Internal audits were conducted and continuity plans enacted as needed. The outcome of three internal audits, in the areas of Section 7.11 Contributions and Section 7.12 Levies, Food Safety Inspections and Cyber-Security were reported to the Committee. The recommendations included 4 High, 19 Moderate and 2 Low Risk recommendations which are in the process of being implemented. The ARIC Committee also completed an Annual Report for 2021 and this report was endorsed by Council.	●
Implement Work, Health and Safety programs to ensure compliance with statutory requirements	Work Health and Safety activities have been undertaken and engaged with at all high risk areas of Council. All statutory requirements are being monitored and acted upon at all times. Staff are highly engaged with WHS in the workplace and are reporting on issues and acting to proactively address any issues that may need attention.	●

### Goal 5.2 – Accountable Council performance

Delivery Program Principle 5.2.4.1: Manage, monitor and report Council's financial sustainability

Operational Plan Action 2021-2022	Comment	Traffic Light
Prepare financial plans that achieve local government financial and assets performance benchmark	Quarterly budget reviews were presented for September, December, March & June quarters and Monthly Investment Reports tabled to Council meetings. Actions are underway to commence the audit planning for financial year ending 30 June 2022, and to outline all statutory requirements in relation to year-end financial reporting include preparation and presentation of annual financial statements and supporting reports. Audited financial statements and audit report, as per the LG Act and relevant legislation, to be submitted to Office of Local Government by 31 October 2022. Council's 2022/23 Annual Budget was adopted on 7 June 2022 as part of the Community Strategic Plan Reporting which formed the basis of the long term financial plan.	●

Identify opportunities and apply for grant funding for works and projects, monitor and acquit funding agreements.	Grant applications were lodged for West Invest projects. Council received \$1 million for flood recovery and over \$2 million for project to widen Bridge Road grant funding. Grants secured for traffic study in town centres, Active Transport Plan and Saleyards Creek Flood Study. Grant funding received for Youth Week, Seniors Week, Australia Day, NAIDOC Week and Festival 2140 and projects concerning tree planting, canopy and urban forests.	●
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### Goal 5.2 – Accountable Council performance

Delivery Program Principle 5.2.5.1: Provide community focused customer services, complaints management and access to information

Operational Plan Action 2021-2022	Comment	Traffic Light
Review and monitor customer service standards with objective of achieving above 80% in customer satisfaction feedback.	During the period Council responded to 40,313 calls with an average Grade of Service (GOS) of over 89%. A total of 4,969 customers attended the Council Service Centre and 90% of customers reported satisfaction with the service provided. Council processed 16,387 pieces of correspondence during the period.	●
Monitor and manage Council's complaint management processes in accordance with policy requirements.	Complaints are reviewed and responded as appropriate. Council's Complaint Handling Commitments, which includes 6 high level commitments that guarantee to customers what they can expect when they complain to Council, were implemented.	●
Provide access to information requests within timeframes	Council received 173 Informal Information Requests applications and 17 Formal Access Applications were received, all were responded to within the 20 working day timeframe.	●
Manage Council's corporate records information in accordance with relevant legislative requirements	Council implemented a new Electronic Document Management System (EDMS), CM10 to ensure that the organisation was able to meet its records management requirements. Staff received training and ongoing awareness activities are regularly undertaken. Records from the previous EDMS have been migrated into the new system and are available for staff.  As part of the implementation process, Council's Records Management Policy and Business Rules were updated. The Records Management Policy was endorsed by ARIC in June 2022 and was scheduled to go to the July 2022 meeting of Council.  Council undertook the mandatory Records Management Assessment Tool audit in April 2022 and scored 3/5 for its records keeping program which was above the Local Government industry standard of 2.63/5.	●

# Major Capital Works

- Completion of Stage 1 Hudson Park works e.g. Amenities Block and Fragrant Garden. The building included a kiosk, a meeting room and male, female, family and disabled toilets.
- Hudson Park Driving Range upgrade was completed and opened in 2022. Works included installation of a new synthetic surface and fencing.
- Strathfield Library outdoor deck extension completed and outdoor seating area installed at front of the Library.
- Work progressed on design and construction of three pedestrian bridges across Powells Creek at Lorraine, Hamilton and George Streets at Homebush with City of Canada Bay and Sydney Water.
- Strathfield Park amenities facility and kiosk was constructed near Homebush Road.
- The proposal to construct an SES and Council Depot in Hudson Park West was withdrawn.



## Local Infrastructure – Works

76% of capital works set out in the 2021-2022 Operational Plan were completed. This was comprised of Drainage (100% completion), Footpaths (67%), Kerb and Gutter (67%), Road resheeting (73%). Works were delayed due to the insufficient budget allocation, continuous wet weather in the 3rd and 4th quarter of 2021-2022 and COVID restrictions in 2nd quarter 2021-2022. All road grant funded projects as part of the repair program, block grant and Roads to Recovery (RTR) were completed.

The following works were completed in 2021-2022.

Type	Location
Drainage	Cave Road, Strathfield in front of 40 Cave Road
Footpath	Amaroo Avenue Strathfield - Liverpool Road to Mintaro Road
Footpath	Anselm Street, Strathfield South - from Mooney Street to Bede Street
Footpath	Bates Street Strathfield - from Badgery Street to The Crescent
Footpath	Courallie Avenue, Homebush West – From Mandemar Avenue to Telopea Avenue
Footpath	Edward Street, Strathfield South – From Dean Street to Liverpool Road
Footpath	Flemington Road, Homebush West – From Parramatta Road to Park Road
Footpath	Hillcrest Avenue, Strathfield South – From Dean Street to Hill Street

Footpath	Homebush Road, Strathfield – From High Street to Long & Mintaro Avenue
Footpath	Mackenzie Street, Strathfield – From Badgery Avenue to The Crescent
Footpath	Mooney Street, Strathfield South – From Therry Street East to End
Footpath	Water Street, Strathfield South – From Sunlea Crescent to Excelsior Avenue
Footpath	William Street, Strathfield South – From Water Street to The end
Kerb & Gutter	Ada Avenue Strathfield (from Myrna Road to Bareena Street)
Kerb & Gutter	Ada Avenue, Strathfield (from Wallis Ave to Firth Avenue)
Kerb & Gutter	Ada Avenue, Strathfield (Wilson Street to Myee Avenue)
Kerb & Gutter	Anselm Street, Strathfield South (from Bede Street to Mooney Street)
Kerb & Gutter	Bellfrog Street, Greenacre
Kerb & Gutter	Boden Avenue, Strathfield (from Newton Road to Ada Avenue)
Kerb & Gutter	Burlington Road, Homebush (from Rochester Street to Meredith Street)
Kerb & Gutter	Cotswold Avenue, Strathfield (Llandilo Avenue to Fairholm Street)
Kerb & Gutter	Dickson Street, Strathfield
Kerb & Gutter	Gregory Street, Strathfield South (from St 'Anne's Square to end)
Kerb & Gutter	Howard Street, Strathfield (Myall Crescent to Karuah Street)
Kerb & Gutter	Hudson Street, Homebush West
Kerb & Gutter	Kanoona Avenue, Homebush
Kerb & Gutter	Malvern Crescent, Strathfield
Kerb & Gutter	Myrna Road, Strathfield ( Ada Avenue to Newton Road)
Kerb & Gutter	Noble Avenue, Strathfield (High Street to Amaroo Avenue)
Kerb & Gutter	The Causeway, Strathfield South
Kerb & Gutter	Torrington Road, Strathfield (The Boulevarde to Nicol Parade)
Kerb & Gutter	Vernon Street, Strathfield (from Alviston Street to Redmyre Road)
Road Resheeting	Ada Avenue Strathfield (from Myrna Road to Bareena Street)
Road resheeting	Ada Avenue, Strathfield (from Wallis Ave to Firth Avenue)
Road resheeting	Ada Avenue, Strathfield (Wilson Street to Myee Avenue)
Road resheeting	Anselm Street, Strathfield South (from Bede Street to Mooney Street)
Road resheeting	Bellfrog Street, Greenacre
Road resheeting	Boden Avenue, Strathfield (from Newton Road to Ada Avenue)
Road resheeting	Burlington Road, Homebush (from Rochester Street to Meredith Street)
Road resheeting	Cotswold Avenue, Strathfield (Llandilo Avenue to Fairholm Street)
Road resheeting	Dickson Street, Strathfield
Road resheeting	Gregory Street, Strathfield South (from St 'Anne's Square to end)
Road resheeting	Howard Street, Strathfield (Myall Crescent to Karuah Street)
Road resheeting	Hudson Street, Homebush West
Road resheeting	Kanoona Avenue, Homebush
Road resheeting	Malvern Crescent, Strathfield
Road resheeting	Myrna Road, Strathfield ( Ada Avenue to Newton Road)
Road resheeting	Noble Avenue, Strathfield (High Street to Amaroo Avenue)
Road resheeting	Potts Street, Flemington
Road resheeting	Smallwood Avenue, Homebush
Road resheeting	The Causeway, Strathfield South
Road resheeting	Torrington Road, Strathfield (The Boulevarde to Nicol Parade)
Road resheeting	Vernon Street, Strathfield (from Alviston Street to Redmyre Road)





# Strathfield LGA Environmental Snapshot



This section reports on broad issues and trends affecting the environment of the Strathfield LGA.

The Strathfield LGA is located in Sydney's inner west and occupies a land area of about 14.1 square kilometres. The LGA features highly connected transport systems, high quality heritage, residential and industrial/commercial areas, parks and reserves with foreshores along Cooks/Cox's Rivers and Powell's Creek which flows to Parramatta River. Whilst the Strathfield LGA is largely developed, the natural environment plays a vital role in contributing to local and regional ecosystems and human settlements. Strathfield's tree lined streets, well-kept gardens, playing fields, parks, public domains and natural areas contribute to the cultural identity and healthy environment of the LGA.

In 2021-2022, actions to curtail spread of the COVID-19 pandemic continued to impact the population and environment of the Strathfield LGA. As a result of restrictions including border closures, lockdowns and reduction of people and traffic movement, Census 2021 recorded declines in estimated population. Measures also affected vehicle movement and public transport usage, thereby resulting in reduced emissions and improvements in air quality. However, with easing of restrictions in early 2022, emissions are likely to return to pre-COVID levels.

### Population

Census 2021 was held in August 2021 with the first release of data in July 2022. Additional releases will be made into 2023. Population data indicates the impact of COVID-19 measures, especially international border closures, has affected population estimates of the Strathfield LGA. With the release of the Census, the ABS revised and readjusted the estimated residential population (ERP) between 2017 to 2021, which are lower than the prior estimates.

**Table 15 Estimated Residential Population**

Year	June 2017	June 2018	June 2019	June 2020	June 2021
Est. Population	43,651	44,606	45,817	46,313	45,930

Source: Australian Bureau of Statistics, *Regional Population Growth, Australia (3218.0)*.

The Census usual resident population of Strathfield Council area in 2021 was 45,593, living in 18,292 dwellings with an average household size of 2.73, which contrasts with Census 2016 usual resident population of 42,415, living in 14,472 dwellings with an average household size of 2.91. The population is estimated to have increased by 3,515 in the five years between 2016 and 2021.

It is expected with easing of COVID restrictions affecting population movement, the Strathfield LGA population will continue to increase in response to the supply of new housing, particularly medium to high density development. Population growth and increasing urbanisation increases the demand for housing supply, use of energy, water and transport services, creating increased generation of emissions and waste.



## Built Environment and Land Management

The Strathfield Local Government Area (LGA) is characterised by a variety of land uses including residential, commercial, industrial, public and private recreation, and environmental areas. The Census 2021 reported a significant increase in new housing with nearly 4,000 new dwellings added between 2016 and 2021, the majority being new medium to high density development. 67% of dwellings in the LGA are medium and high density compared to 31.9% of separate houses. This is significantly differs to Greater Sydney, where 53.4% are houses and 45.9% are medium to high density. The proportion of units to houses has increased since the 2016 Census. The majority of residents live in units.

Population density of the various suburbs of the Strathfield LGA indicates that density per km<sup>2</sup> is highest in areas with highest amounts of population and medium-high rise unit development.

**Table 16 Suburb Population and Density - based on 2021 ERP.**

Suburb	Estimated Residential Population (ERP) 2021	Density km <sup>2</sup> (2021)	% Medium-high rise dwellings (2021)
Belfield	1531	2926	31.9%
Greenacre	1644	1132	55.6%
Homebush	11776	5497	87.2%
Homebush West	9196	5894	94.3%
Strathfield	18135	3222	43.4%
Strathfield South	3648	1424	46.4%

Source: ID Community Profile Strathfield

The Strathfield LGA is located in the Eastern City District. 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 adopted a Local Strategic Planning Statement (LSPS) which sets out strategies and actions to address community aspirations for land use planning over the next 20 years. In 2022, Council received Gateway Determination for the new Strathfield Local Environmental Plan (LEP). The LEP guided by the LSPS and supported by a range of land-use, economic and social studies.

**Table 17 Aboriginal and non-Aboriginal Heritage.**

Heritage type	2018-2019	2019-2020	2020-2021	2021-2022	Status
Aboriginal Heritage registered finds	-	-	3	3	Stable
Heritage Items (number)	232	232	232	232	Stable
Heritage Conservation Areas (number)	17	17	17	17	Stable

Source: Council Records.

There is one isolated Aboriginal find and two artifact scatters in the Strathfield LGA. All registered sites are located on public reserves in the Strathfield Council area. Strathfield LGA has a total of 232 heritage items and 17 heritage conservation areas listed on the Strathfield Local Environmental Plan. 227 are built items and 5 are landscape items. The major issues concerning heritage in the Strathfield LGA include deterioration of heritage items, Inappropriate development on sites that adjoin heritage items that have been approved through the Complying Development process and Illegal removal of significant heritage fabric on contributory dwellings within Heritage Conservation Areas.

## Plans of Management for Community Land

Council is required to adopt Plans of Management for public land that is classified as community land under the Local Government Act 1993 and Crown Lands Management Act 2016. Council has adopted Plans of Management for all community land owned by Council. Copies of Plans are published on Council's website. The Cocks Creek Reserve Plan of Management (2010) and revision of the Cooks River Natural Areas Plan of Management (2020) is ongoing. Draft Plans of Management for Crown Lands which includes Strathfield Park, Bressington Park, Mason Park and Hudson Park have been prepared and will be exhibited once approved by Crown Lands NSW.

## Transport

Strathfield LGA is well connected by public transport and major road systems which run through the LGA. Traffic congestion is a major issue as is increasing demand for transport due to increasing population. The availability of good transport systems in Strathfield LGA is a key attraction for residents, businesses and schools. Connected and integrated transport networks are central to quality of life, providing access to services, facilities, education and employment.

Transport networks in the Strathfield LGA includes highly connected rail, bus and road systems, provided by state and local Government and also include private and non-private vehicle and non-vehicle transports. Although the major transport infrastructure is controlled by State Government, Council provides and maintains local transport infrastructure such as local roads, footpaths and cycleways. Council also advocates on behalf of the community to State Government to improve access, frequency and coverage of public transport services.

Transport by residents indicates changes to travel modes in response to COVID-19 measures. The most recent data is 2020-2021 which compared to the pre-COVID period of 2018-2019 indicates significant declines in use of public transport such as uses of bus and train as well as reductions in walking (to transport connections) likely due to working or studying from home. There were increases in vehicle use as a driver and passenger, however overall there are declines in transport movement over the 2020-2021 compared to pre-COVID conditions.

**Table 18 Residential travel in the Strathfield LGA**

Data Type	2017-18	2018-19	2019-20	2020-21
Residential Bus (km)	19,710,000	16,060,000	15,695,000	9,117,778
Residential Car as Driver (km)	73,000,000	70,445,000	121,180,000	114,478,415
Residential Car as Passenger (km)	49,275,000	29,930,000	38,325,000	39,055,796
Residential Train (km)	88,330,000	120,815,000	103,295,000	60,007,707
Residential Walked Only (km)	3,285,000	6,205,000	9,125,000	9,710,060
Residential Walk Linked (km)	10,950,000	12,045,000	10,585,000	6,462,732
Residential Other Mode (km)			1,460,000	1,176,315
All	244,550,000	255,500,000	299,665,000	240,008,807

Source: Transport for NSW Household Travel Survey and Resilient Sydney.



Flemington Train Station

The Strathfield LGA has three rail stations at Strathfield, Homebush and Flemington. Strathfield Station is a major station in the Sydney Rail network and Trainlink Intercity rail system.

**Table 19 Entries and Exits from Sydney Metro rail stations.**

Rail station	July 2018	July 2019	July 2020	Jan 2021	July 2021	July 2022
Flemington - entry	146,010	157,890	90,470	79,970	40,790	86,140
Flemington - exit	139,460	149,470	83,140	74,910	37,690	79,400
Homebush - entry	92,900	100,800	52,780	45,620	20,610	54,840
Homebush - exit	86,960	93,940	48,290	42,940	19,660	51,830
Strathfield - entry	655,750	700,500	406,050	371,560	174,480	462,200
Strathfield - exit	653,720	689,460	397,510	366,130	171,080	452,750

Source: Transport for NSW

The table reports on entry and exits from the three rail stations in the Strathfield LGA. The years 2018 and 2019 occurred prior to the imposition of COVID-19 measures from 2020. Overall, access to rail transport from each of the three rail stations has declined. July 2021 figures occurred during the lockdown in aging declines of over 70%. With restrictions easing in 2022, access has increased but is considerably lower than pre-COVID.

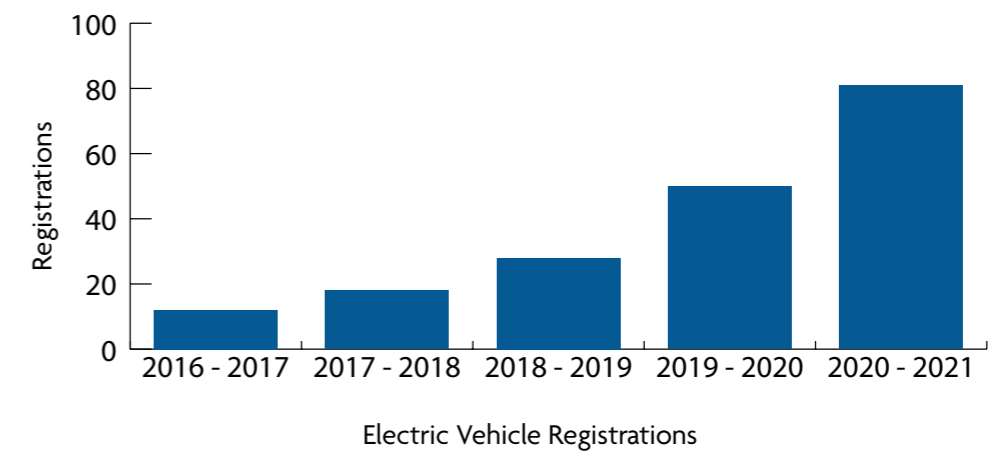
According to the Australian Bureau of Statistics (ABS), there was a decrease of about 900 registered vehicles in the LGA in 2021-2022 from the prior year.

**Table 20 Registered Vehicles in Strathfield LGA.**

2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
25,099	25,679	27,116	27,507	26,677

Source: Australian Bureau of Statistics

It is widely recognised that electric vehicles (EVs) have the potential to improve transport systems across the globe, through reduced running and maintenance costs, air pollution, noise pollution and limited reliance on fossil fuels. The most recent statistics indicate that registrations of EV is increasing annually in the LGA. Council has installed 3 free and subsidised electric vehicle charging stations in strategic locations across the LGA (Strathfield Town Centre, Bressington Park and Homebush West Town Centre) and initiated conversion of Council vehicle fleet to electric vehicle/hybrids.





## Waste Management

Management of waste is required to effectively prevent risks to public health, environmental contamination and the loss of valuable resources. Strathfield Council provides a comprehensive waste management service for residential households in the LGA, providing regular waste, recycling and green waste collections and access to online clean-up services. This is complimented by a range of initiatives which support improved community waste practices or regulation and enforcement actions to control illegal dumping and pollution. However, Council does not manage industrial and commercial waste, which generates 43% of all waste in the LGA (2020-21) rising from 40% in 2017-2018. The graph indicates various types of waste generated by source in the LGA.

**Table 21 Waste Generation by Source (tonnes).**

Data Type	2017-18	2018-19	2019-20	2020-21
Commercial and industrial waste	45,960,825	51,974,735	52,802,905	53,631,095
Green waste	1,885,400	2,637,880	2,244,460	2,451,260
Municipal solid waste	9,726,380	9,978,580	10,210,060	11,551,500
Recycling	55,003,145	59,542,067	60,564,275	59,159,434
All	112,575,749	124,133,261	125,821,699	126,793,288
Strathfield - exit	653,720	689,460	397,510	366,130

Source: Resilient Sydney

## Contaminated Sites

Exposure to contaminated sites may affect the health of people, animals or plants. Contamination makes the land unsuitable for most uses. Land contaminated by potentially harmful substances are registered as contaminated sites. Land contamination can be caused by a variety of land uses. Strathfield LGA has six registered contaminated sites with only one under preliminary investigation – the former Ford landfill in Homebush West. Old petroleum stations and other historic landfills also present a risk for certain land uses.

### Climate Change, Consumption, Emissions and Pollution

Energy produced from non-renewable resources leads to emissions of greenhouse gases, which are the primary cause of climate change. Climate change poses a major threat to the wellbeing and lifestyle to the Strathfield LGA. Strathfield Council has committed to a 35% reduction in greenhouse gas emissions by 2030 and net zero emissions by 2050 (Strathfield Local Strategic Planning Statement p68)

The climate of NSW is changing due to global warming, with higher temperatures, increased rainfall variability and more extreme weather events. The effects of climate change are expected to become more pronounced and increase in severity as warming continues over the next century. Projected local climate change impacts for the Sydney region (Office of Environment & Heritage, 2014: Metropolitan Sydney Climate Change Snapshot) include:

- Maximum temperatures increases of up to 1.0°C by 2030 and up to 2.5°C by 2070. Minimum temperatures increases of up to 0.8°C by 2030 and up to 2.5°C by 2070.
- Increased number of hot days (>35°C). On average, the region will experience an additional four hot days by 2030 and eleven more hot days by 2070.
- Increase in extreme weather events such as heat waves, extended droughts, severe fire weather, hail storms and heavy rain or wind activity.

Over the next century it is expected that conditions will worsen for the survival of many species and ecosystems and the productivity of some agricultural systems. Counteracting the effects of climate change will depend on concerted action globally to reduce greenhouse gas emissions.

## Air Quality

The NSW Department of Planning 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.

**Table 22 Air Quality Categories, calculated from raw data sourced from the Chullora Air Quality Monitoring Station. Data displayed as number of days in the year in each category.**

### Air Quality Categories - Strathfield LGA and surrounds, measured on a 24 hr cycle

Year	Good	Fair	Poor	Very Poor	Extremely Poor	% Good days per year
2021-2022	349	14	1	1	0	96%

Source: Department of Planning and Environment.

Air quality in the Strathfield LGA and surrounding areas was good for 96% 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. Air quality measurements were changed to be assessed by the Air Quality Categories (AQC) instead of Air Quality Indexes (AQI) over 2021-22. Data following this point will be measured categorized using the AQC system. The table below indicates prior year results.

**Table 23 Air Quality Indexes, calculated from raw data sourced from the Chullora Air Quality Monitoring Station with data displayed as number of days in the year in each index. Source: Department of Planning and Environment.**

### Air Quality Indexes - Strathfield LGA and surrounds measured on a 24 hr cycle

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

## Energy Consumption and Emissions

Access to reliable and affordable energy supply underpins economic activity and our quality of life. But use of energy from non-renewable sources leads to greenhouse gas emissions and air pollution. There has been an overall decline in both the total and per person amount of energy use in the Strathfield LGA. Emissions from energy consumption were also reduced, likely due to COVID-19 measures.

Strathfield LGA Emissions (tonnes CO<sub>2</sub>-e) – per suburb. Strathfield LGA emissions show a general decline in the Strathfield LGA and across most suburbs, likely due to the impact of COVID measures in 2021-2022.

**Table 24 Strathfield LGA Emissions (tonnes CO<sub>2</sub>-e) – per suburb**

Suburb	2016-17	2017-18	2018-19	2019-20	2020-21
Belfield	9826.667	7895.344	8043.858	8376.248	7027.89
Greenacre	68476.46	67591.32	72594.44	63589.91	68345.07
Homebush	143191.1	122661	130836.9	126823.7	116943.46
Homebush West	100837.6	93511.38	95113.28	89767.55	82018.88
Strathfield	137958.4	134994.7	133882.6	135442.7	115281.73
Strathfield South	64601.65	83336.77	85042.83	85473.61	80674.61
Total	524891.9	509990.5	525513.9	509473.7	470287.64

Source: Resilient Sydney platform utilising data from Ausgrid, Endeavour, Jemena, NSW EPA, ABS Census, BTS Household Travel Survey and Kinesis.



## Water Consumption

The most recent water consumption statistics for the Strathfield LGA are for the 2020-2021 financial year. Generally, most suburbs and sectors recorded decreases in water consumption from 2018-2019, the last full year prior to imposition of COVID-19 measures.

**Table 25 Strathfield LGA: Potable Water Consumption by Suburb (kL)**

Suburb	2016-17	2017-18	2018-19	2019-20	2020 - 2021
Belfield	121,181	131,870	123,045	114,498	115,095
Greenacre	437,121	386,445	399,792	354,785	329,362
Homebush	1,118,817	1,185,991	1,214,687	1,258,955	1,141,098
Homebush West	746,991	751,809	754,682	1,007,155	777,178
Strathfield	1,954,239	2,209,097	2,097,060	2,028,069	1,845,619
Strathfield South	575,144	595,713	598,053	574,242	569,070
<b>TOTAL</b>	<b>4,953,494</b>	<b>5,260,927</b>	<b>5,187,321</b>	<b>5,337,706</b>	<b>4,777,422</b>

Source: Resilient Sydney platform utilising Sydney Water Data and Kinesis.

**Table 26 Strathfield LGA: Potable Water Consumption by Sector (kL)**

Sector – Sub-sector	2016-17	2017-18	2018-19	2019-20	2020-21
Non-Residential - Commercial	17,079.58	17,312	17,660	18,535	22,576
Non-Residential - Education	27,777	32,266	32,192	36,581	27,826
Non-Residential - Health	108,784	122,383	122,170	142,021	105,552
Non-Residential - Industrial	893,190	896,570	927,901	1,102,517	652,900
Non-Residential - Retail	342,206	261,696	267,133	317,084	310,645
Residential - Attached	162,500	187,836	181,275	172,577	167,541
Residential - Detached	1,697,204	1,812,553	1,729,653	1,637,931	1,616,810
Residential - Multi-unit	1,704,751	1,930,308	1,909,333	1,910,458	1,873,570
<b>TOTAL</b>	<b>4,953,494</b>	<b>5,260,927</b>	<b>5,187,321</b>	<b>5,337,706</b>	<b>4,777,422</b>

Source: Resilient Sydney platform utilising Sydney Water Data and Kinesis.

## Natural Environment and Biodiversity

The condition of our natural environment is largely dependent on how land is used and managed in order to provide ecosystem services and suitable habitat for native species. Changes to the LGA's natural environment have affected the richness and diversity of species, ecosystems and their ability to survive.

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. There is currently 9.06 hectares of remnant bushland across the Strathfield LGA, which is less than 1% of the LGA's total area. Most of the bushland is in isolated remnants, surrounded by housing, parks, sporting fields, shops and industrial estates.

Key locations in the LGA for the natural environment include Mason Park Wetlands, Coxs Creek Reserve and Greenacre Frog Ponds. Biodiversity or wildlife corridors are primarily located along the Cooks River/Coxs Creek in Strathfield and Strathfield South. Strathfield's Biodiversity Strategy and Action Plan sets clear strategic intent for Council and community in protecting and improving biodiversity in Council.

The Strathfield LGA has an overall tree canopy of 17%, though this varies in consistency across the LGA ranging from low canopies of under 5% particularly in industrial areas and higher canopies of over 50% in many parks and reserves. The tree canopy includes remnant trees and vegetation as well as exotic ornamentals and the native rain forest trees on public and private property.



## Biodiversity

Biological diversity, or biodiversity, is the variety of life forms in all terrestrial (land) and aquatic (water) environments on Earth. There are three levels of biodiversity:

- Genetic diversity – the variety of genetic information contained in individual plants, animals and micro-organisms.
- Species diversity – the variety of species e.g. *Eucalyptus fibrosa* (Broad-leaved Ironbark) and *Wilsonia backhousei* (Narrow-leafed *Wilsonia*).
- Ecosystem diversity – the variety of habitats, ecological communities and ecological processes. An ecosystem is a dynamic combination of plant, animal and micro-organism communities and their non-living environment (e.g. soil, water and the climatic regime) interacting as a functional unit, e.g. Coastal Saltmarsh.

Biodiversity is interconnected, interdependent and constantly changing. It can be increased by genetic change and evolutionary processes or reduced by threats such as habitat clearing or disease which lead to population decline and extinction.

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

Maintaining native vegetation in good condition is critical to the survival of the species and ecosystems that depend on it for habitat. As a developed urban area, most of Strathfield LGA was cleared of its original land which has resulted in fragmentation. There is currently 9.06 hectares of remnant bushland across the Strathfield LGA,

which is less than 1% of the LGA's total area. Most of the bushland is in isolated remnants, surrounded by housing, parks, sporting fields, shops and industrial estates. Recent vegetation surveys confirm the presence of four different remnant vegetation communities, native creek plantings and native/exotic plantings in streetscapes and public reserves. A more detailed 2016 survey recorded 94 different animal species, mostly woodland birds.

Key locations in the LGA for the natural environment include Mason Park Wetlands, Coxs Creek Reserve and Greenacre Frog Ponds. Biodiversity or wildlife corridors are primarily located along the Cooks River/ Coxs Creek in Strathfield and Strathfield South. Plans of Management specifically for natural areas include Cooks River natural areas and Greenacre Frog Ponds.

Many of Strathfield's plants and animals are currently threatened with extinction and areas listed under the Commonwealth Environment Protection and Biodiversity Conservation Act 2016. Efforts to protect species and ecosystems are focused on threatened species as these are at the greatest risk of extinction. Threatened native plants in Strathfield LGA include *Pomaderris Prunifolia*, *Wahlenbergia multicaulis* ('Tadgell's Bluebell'), *Acacia pubescens* (Downy Wattle) and *Wilsonia Backhousei* (Narrow-leafed *Wilsonia*). Threatened native fauna in Strathfield LGA includes Grey-headed Flying-Fox, Large Bent-wing bat and Green and Golden Bell frog.

**Table 27 Vegetation Communities in Strathfield LGA. Source: Strathfield Council Biodiversity Conservation Strategy and Action Plan 2020-2030**

Vegetation communities	BC Act status	EPBC Act status	Area (ha)	% of LGA
Castlereagh Ironbark Forest	Endangered Ecological	17,312	17,660	18,535
Community (EEC)	Critically endangered ecological community (CEEC)	4.4	0.3	36,581
Estuarine Mangrove Forest	-	-	0.76	0.05
Coastal Saltmarsh	EEC	VEC	2.5	0.18
Swamp	Oak Floodplain Forest	EEC	EEC	1.4
Total			9.06 ha	<=1%

The survival of threatened species is impacted by threatening processes. The main threats are the clearing and disturbance of native vegetation and invasive pests and weeds. As the effects of climate change become more pronounced these will increasingly impact on species' capacity to adapt and survive.

## Tree Canopy

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. Strathfield's urban tree landscape enhances streetscape appearance, provides habitat for birds and native animals, improves air quality, provides shade and reduces UV radiation and heat energy absorption.

Tree canopies are calculated across all land types in the LGA including residential, industrial, parklands and roads. 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 and some residential streets in the LGA.

**Table 28 Tree Canopy per suburb – Area sqm (2019)**

Suburb	Area (sqm)
Belfield	0.194605
Greenacre	0.100189
Homebush	0.15642
Homebush West	0.135815
Strathfield	0.230977
Strathfield South	0.095166
<b>TOTAL</b>	<b>0.168405</b>

Source: Resilient Sydney platform utilising Department of Planning Data and Kinesis.

A recent study by Western Sydney University compared two streets, one with 30% canopy cover and the other with 10%. The street with a low category cover was 10 degrees warmer than the street with more trees indicating importance of trees in moderating heat

It is estimated that there are over 11,000 street trees and 40,000 trees in parks of varying species and ages in the Strathfield LGA. Council's street planting program commenced in 1886. The most dominant species of street tree is the Brushbox (*Lophostemon confertus*) making up 50% of the population. Council has identified areas of low canopy and programs to increase plantings and replace dying or diseased trees has commenced. Council is also investing in a tree inventory to get a better understanding of the health and condition of our trees by collecting the data that will help make future management decisions.

New and replacement plantings and natural area maintenance occurred in natural areas through Bushcare programs and National Tree Days. These programs and events provide community members opportunities to contribute positively to their local environment by planting important vegetation.

### Catchment and Waterways

Healthy river ecosystems comprise rivers, their riparian zones, floodplains and wetlands. They are vital to aquatic and terrestrial biodiversity, but also to support human economic and recreational activities.

Strathfield's main waterways include Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay, Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay. The LGA is divided between the Parramatta River and Cooks River catchments. Council works in collaboration with other Councils and State Agencies, particularly Sydney Water, to improve the quality of the river and foreshores. Council participates in the Cooks River Alliance and in June 2022, Council resolved to rejoin the Parramatta River Catchment Group.

Sydney Water recently naturalised a large section of Powells Creek near Mason Park Wetlands. The foreshores were planted to re-instate the riverbank improving biodiversity and appearance of the creek and its foreshores. The adjacent parklands were upgraded

with pathways, recreation facilities and improved access to open space. Council with Sydney Water are currently investigating naturalisation of a section of the Cooks River at Ford Park and Maria Reserve, by replacing the concrete banks with ones made of rocks and native plants.

Council has been undertaking monthly testing of local waterways however, there are insufficient samples available to report with accuracy on trends. Testing assists in determining the health standards of ecosystems and spot samples for pollution and algae blooms. Testing has been conducted at the following sites: Cox's Creek Reserve, Cox's Creek (Chisholm St), Cooks River (Yarrowee Wetlands), Saleyards Creek (The Crescent), Saleyards Creek (Bressington Park), Powells Creek (Pomeroy St) and the new Hudson Park Lake. Water quality tests are also undertaken to determine pollution levels and rates of littering and dumping relating to specific events.

Council operates a three weekly cycle of street sweeping services to stop leaf and other litter flowing into rivers. Services also operate more frequently as required e.g. seasonal leaf drop periods, heavy leaf litter and emergency operations.

### Biosecurity and Invasive Species

In New South Wales, invasive species are one of the leading causes of native species decline and extinctions. They have detrimental effects on the economy through damages to infrastructure, agriculture and public amenities. Invasive species affect the aesthetic value of properties and can have adverse impacts to human and animal health.

Under the Biosecurity Act 2015 (NSW) Council is recognised as a local control authority (LCA) for biosecurity matters relating to weeds. As a local control authority Council's responsibilities include, but are not limited to:

- The inspection of properties
- Assistance with weed identification
- Provision of advice on weed eradication or control measures
- Notification of the presence and dangers of invasive weeds on both private and public lands.
- Enforcement of compliance with the Biosecurity Act 2015 in weed related matters.

Invasive animals are managed by State Government, and supported by local governments. Councils have no authority over invasive animals under the Biosecurity Act 2015. Strathfield Council does not currently have any ongoing control programs targeting invasive animals.

Throughout Strathfield invasive plants are present in varying levels. At locations such as Coxs Creek Bushland Reserve, there is a high level of weed presence, and is subject to ongoing control efforts. However, sites such as Mason Park and Bressington Park have a low level of weed presence.

Weeds present throughout Strathfield are generally typical of weeds found throughout the Greater Sydney region, such as Green Cestrum, Asparagus weeds, Pampas Grass and Alligator weed. Weeds determined as state and regional 'priorities' are targeted for control and enforcement. Strathfield Council does not currently have any weeds determined 'local priority'. Common weeds, such as Bamboo, Morning Glory and Privet, that are considered low risk are not targeted for enforcement, but controlled on Council managed land where possible.

New incursions of weeds that have not previously been detected are managed as an urgent priority. For example, *Salvinia* (*Salvinia molesta*) was detected in March 2021 at Hudson Park Lake. Eradication efforts were quickly undertaken, and all invasive plant material removed. Inspections occur every 3 months to detect and remove any regrowth.

Strathfield Council area has many vectors in which weeds can enter the LGA. We have several main roads, train lines, rivers and creeks. High risk pathway inspections are conducted on a yearly basis to detect any new incursions and initiate control efforts if needed. Sydney Flower Markets is also a way for weeds to enter the LGA, and be distributed throughout NSW, as some weed species are sold in the cut flower industry for their ornamental properties. Council conducts frequent inspections at the Markets to ensure plants that are sold are not a risk to the environment, economy or community.

Council is supported through grant funding of the NSW Weed Action Program to continue inspection and education efforts.





# Our Thanks



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2021-2022

# Annual Report