

End of Term Report 2021



STRATHFIELD
COUNCIL



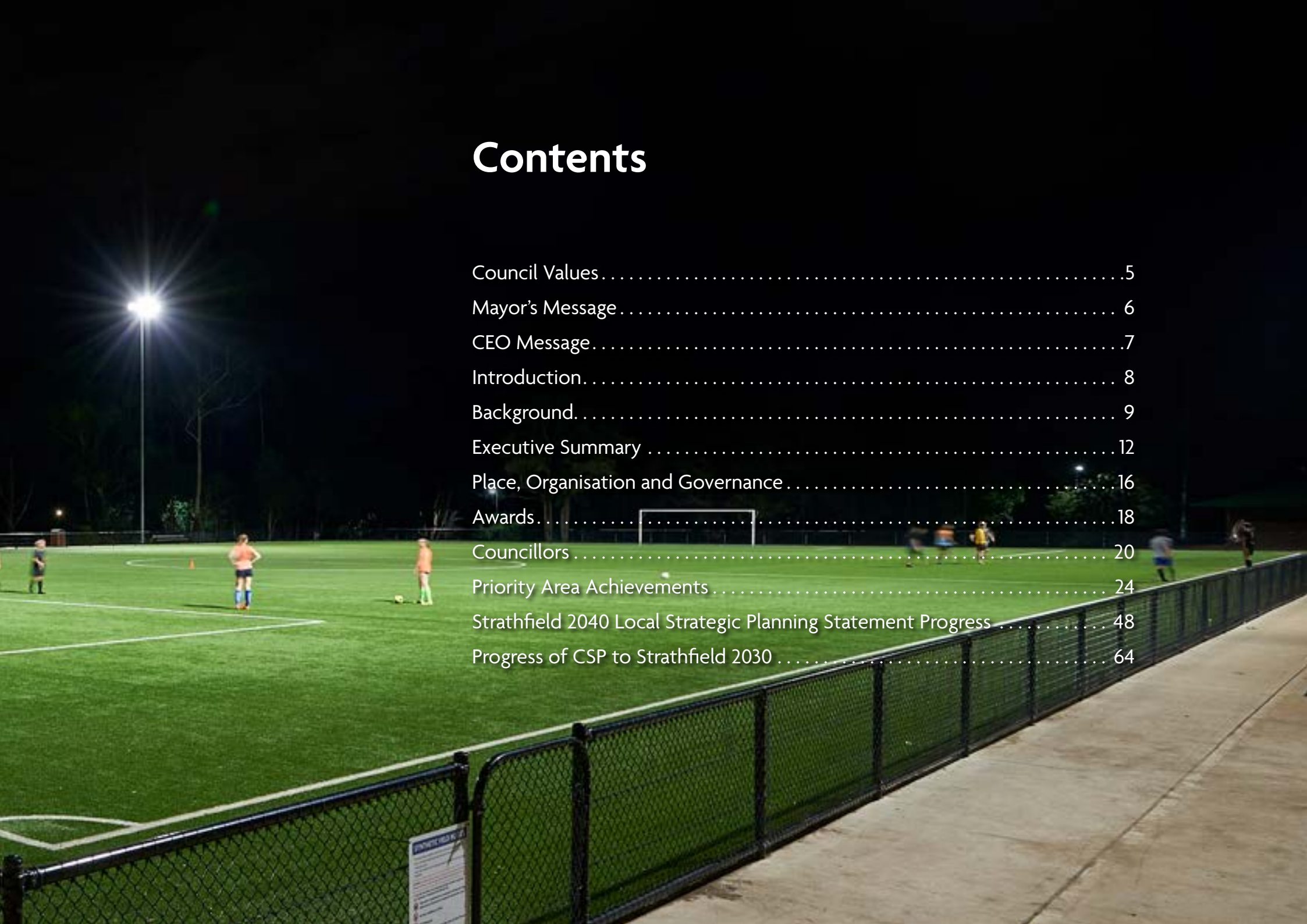
Acknowledgement of Country

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



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STRATHFIELD
COUNCIL

WELCOME TO

STRATHFIELD COUNCIL

Customer Service Centre
All enquiries/deliveries



Strathfield Town Hall
Entrance on Redmyre Rd



Council Chambers
Council Meetings





Council Values

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

Mayor's Message



I am extremely proud of the many great achievements we have made over this Council term. It has been an honour to serve our community as a councillor and Mayor during this term. I acknowledge the efforts of all the Councillors and in particular, former Mayors Cr Antoine Doeuhi and Cr Gulian Vaccari and my Deputy Mayor, Cr Nella Hall.

In this term we adopted a new Community Strategic Plan, which committed us to an ambitious program of new and upgraded community infrastructure to provide for our growing population. Many outstanding projects have been delivered over the last four years including the Hudson Park District Park transformation, upgrading of Bressington Park with the expansion of new sportsfields, installation of four new all-weather synthetic sportsgrounds, upgrading of our local town centres at Homebush, Homebush West and Enfield, new playgrounds and amenities in many parks and 24/7 access to library materials through the innovative locker system and a full upgrade of the library and innovation hub at Homebush.

In addition to providing new amenities and facilities to the community, Council has continued to deliver an extensive range of services and initiatives for residents including community and event programs, parks and environmental initiatives, 24/7 ranger services, waste and public health initiatives, capital works programs for roads, footpaths and drainage, and support for local business and community groups.

This report provides a snapshot of the many achievements

over the Council term and the progress made to deliver the community's preferred vision and priorities for Strathfield now and into the future.

Council has faced many challenges, especially the impacts of COVID-19, but continued throughout to deliver services to its community while also providing support to its most vulnerable members through programs such as Neighbour to Neighbour.

I would like to thank my fellow Councillors, the Chief Executive Officer and Council staff for their hard work and dedication throughout this Council term which has produced significant improvements to services and facilities for the Strathfield community.

CR STEPHANIE KOKKOLIS

MAYOR

CEO Message



Strathfield's Community Strategic Plan was prepared in collaboration with the community and is underpinned by a suite of strategies and plans. The current Plan was adopted early in this Council term and committed Council to the delivery of a significant range of capital works, programs and projects, which are outlined in this report.

Under the leadership and guidance of the Mayor and Councillors, the achievements of Strathfield Council over the past four years have been significant, fully delivering on commitments in our plans. This reflects the hard work and dedication of our Council staff. Despite the many and unprecedented challenges which occurred over the Council term, the commitment and professionalism of staff to high levels of resident and customer service resulted in continuous provision of operational services and delivery of programs and capital and infrastructure works.

To meet our challenges and commitments, throughout this term, there has been a strong focus on building staff capacity and improving performance. During this term Council provided ongoing development of leadership capabilities, addressed gender imbalances and diversity of staff and provided staff support through more flexible working arrangements, wellbeing programs and development opportunities.

Community satisfaction ratings for Council performance are measured regularly through independent and external

community surveys and are reported in detail in this report. This process enables Council to continuously monitor its performance across a range of services and facilities. From 2018 to 2020, there was an increase of 61% to 67% of excellent and good ratings of Council's overall performance.

Council maintained its financial sustainability by meeting or exceeding all critical financial benchmarks over the Council term and did not apply for or implement additional rate variation increases. According to the most recent Office of Local Government comparative report, Strathfield Council (a non-CBD Council) residents pay the lowest average residential rates in Sydney.

On behalf of the Executive and staff, I would like to thank all the Councillors and Mayor for their direction and support during this term.

HENRY WONG

CHIEF EXECUTIVE OFFICER

Introduction

The 2021 End of Term Report details progress against the Strathfield Community Strategic Plan 'Strathfield 2030' (CSP) and the Local Strategic Planning Statement (LSPS). These plans identify the Strathfield community's priorities for the future and the key strategies to achieve the community's vision.

This report includes the following sections:

1. Introduction
2. Executive Summary
3. Priority Area Achievements
4. Local Strategic Planning Statement 'Strathfield 2040' progress
5. Community Strategic Plan 'Strathfield 2030' progress

Under the Local Government Act 1993 and the Local Government (General) Regulation 2005, Council is required to prepare an End of Term Report. This report covers the term of Council from 2017 to 2021. The report focuses on the achievements and progress made in the four years since the release of the Council's first End of Term Report in 2017.

The Community Strategic Plan 'Strathfield 2030' is organised around the strategic directions. The plan was adopted in 2018 and includes five principle themes, including Connectivity, Community Wellbeing, Civic Pride and Place Management, Liveable Neighbourhoods, and Responsible Leadership.

The Community Strategic Plan includes a range of performance measures aligning to Quadruple Bottom Line (QBL) indicators, which highlight particular aspects of wellbeing (social, economic, environmental and civic leadership) which provide a comprehensive picture of quality of life in Strathfield.

Following the Council election in December 2021, Council is required to review and update its Community Strategic Plan. This will involve engagement with the community to review the goals and strategies of the plan and identify which aspects are still relevant and which require updating. The End of Term report will help inform this review.

The Local Strategic Planning Statement (LSPS) was adopted in March 2020 under the Environmental Planning and Assessment Act 1979 (EP&A Act). The LSPS is aligned with the Community Strategic Plan and defines Council's long-term vision for land use and infrastructure provision within the LGA up to 2040. It identifies the economic, social and environmental opportunities that will help us deliver and influence a future aligned with our community's aspirations and interests. The LSPS is divided into themes of Infrastructure and Collaboration, Liveability, Productivity and Sustainability

The LSPS is supported by a comprehensive plan, the Strathfield 2040 Implementation Plan, to deliver its priorities and actions. Progress of this plan is reported in this End of Term Report and will be reviewed in the new term of Council.

Background

Community Strategic Plan

The review of the Community Strategic Plan 'Strathfield 2025' involved extensive community engagement in 2017-2018, identified that Strathfield LGA had significant challenges and opportunities. The LGA has a culturally diverse and rapidly growing population generated by increasing amounts of medium to high-rise development. This required review of infrastructure requirements and programs to address the increased stress on environment and transport.

The review of the Community Strategic Plan in 2017-2018 identified that challenges included:

- ▶ A rapidly growing population, greater community diversity and housing types, with increasing amounts of high-rise development
- ▶ The need to meet the current and future community demands for infrastructure and services involving upgrading, enhancing and installing new infrastructure to support a range of community, cultural and recreation programs and services
- ▶ Supporting a socially cohesive community which is increasingly diverse in age, linguistic and cultural backgrounds, household types and needs
- ▶ Addressing a variety of environmental concerns, ranging from reducing waste generation to protecting and improving green spaces and canopies

- ▶ Achieving and maintaining financial sustainability of Strathfield Council
- ▶ Adapting and building capacity in the Council organisation to meet current and future demands.

In 2017-2018, Council undertook extensive community engagement to determine Key Community Issues. These included:

- ▶ All areas of Strathfield are accessible and connected by transport networks
- ▶ Keep Strathfield a beautiful garden suburb
- ▶ Population growth is supported by planned and high quality infrastructure and services
- ▶ Strathfield has facilities and programs to support the diverse needs of the community
- ▶ Strathfield has a sense of belonging and civic pride through identity, culture, events and shared places
- ▶ Strathfield is a safe place to live, work and visit
- ▶ Strathfield is socially cohesive with a sense of belonging
- ▶ Strathfield urban design and development is well-planned, and respects and reflects established heritage and character
- ▶ Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community.

Through this process, a new community strategic plan 'Strathfield 2030' was developed containing five broad inter-related themes, identifying priorities for the community's future - Connectivity, Community Wellbeing, Civic Pride and Place Management, Liveable Neighbourhoods, and Responsible Leadership. These represent the five areas of community concern, and are key to the Strathfield LGA continuing to grow and meet the demands of the future.

'Strathfield 2030' incorporates sustainability and social justice principles as the NSW Local Government Integrated Planning and Reporting framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction.

A sustainable Strathfield Council area is one that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs. Council acknowledges that its decisions and actions have an impact on the quality of life of both present and future generations. As such, Council endeavours to balance sustainability considerations, to provide positive influences toward community wellbeing, while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments.

'Strathfield 2030' is founded on the quadruple bottom line (QBL) approach. Each of the plan's five themes or priority areas reflect environmental, economic, social and civic leadership considerations. This takes into account the challenges and the opportunities to achieve the community's vision for the future. Council's community vision is:

“Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions”.

The plan's outcomes and directions are based on the principles of social justice. Social justice means a commitment to ensuring:

- ▶ there is fairness in the distribution of resources (equity)
- ▶ rights are recognised and promoted (rights)
- ▶ people have fair access to the economic resources and services essential to meet their basic needs and to improve their quality of life (access)
- ▶ people have opportunities for genuine participation and consultation about decisions affecting their lives (participation).

These principles are essential to Council's work and Council acknowledges the rights of all individuals to equal access to services and facilities within the Strathfield Local Government Area. Council is committed to identifying and addressing physical, communication and attitudinal barriers that exist in the delivery of services and facilities to the community.

With the adoption of the Workplace Management Strategy, Council adopted the “One Team, One Council, Moving Forward” strategy which builds skills and develops capacity in Council's organisation to enable implementation of the plans.

Local Strategic Planning Statement

The Strathfield Local Strategic Planning Statement 'Strathfield 2040' was adopted in 2020 and is informed by and aligns with Council's Community Strategic Plan. 'Strathfield 2040' reflects the Eastern City District Plan that identifies a series of actions to provide homes, jobs and related infrastructure to support future growth. It is also informed and linked to State Government priorities in the District and Regional Plans and strategies and is consistent with other State Government land use planning policies, such as the State Environmental Planning Policies (SEPPs), which cover specific social, economic and environmental matters that may impact planning in local areas.

The LSPS provides the rationale for decisions about how Council will use land to achieve the aspirations of our community. It explores the future of the LGA through four interconnected themes. Each has their own set of planning priorities and related actions. Together, they work towards achieving an overall land use vision for the Strathfield LGA and will ensure that the people who live, work and visit the area have an abundance of opportunities and quality experiences



Executive Summary

In adopting the Community Strategic Plan Strathfield 2030 in 2018, Council committed to a long-term strategic vision that involved significant change and increasing investment in local community infrastructure and programs to respond to the challenges of a changing and diverse population and environment. This called for Council to focus on delivering projects and programs such as those which addressed social and recreation needs, provided new infrastructure for growing communities, improved transport connectivity, delivered safe and well maintained neighbourhoods and engaging town centres and activated public spaces.

The strategies and goals of the Community Strategic Plan and Delivery Program 2018-2022 were fully delivered in this term of Council. Across a wide range of Council services, high levels of community satisfaction were reported. According to an independent survey, the excellent-good satisfaction rating of Council's performance increased from 61% (2018) to 67% (2020). Council maintained its financial sustainability by meeting or exceeding all critical financial benchmarks during its term.

67%
COUNCIL'S OVERALL PERFORMANCE
 67% of residents rated Council's overall performance as excellent or good (▲61% in 2018)

2021 NSW Intergenerational Report, p8

Strathfield Council End of Term Report 2021

As a non-CBD Council, Strathfield Council residents pay the lowest average residential rates in Sydney. And when compared to the average rates for Councils in the same group, the average 2019-2020 rates in Strathfield were \$790.79 whereas the average rates for councils in its group was \$1349.20.



\$790

STRATHFIELD'S AVERAGE RESIDENTIAL RATES (2019/2020)

Compared to \$1349 average for councils in its group (Office of Local Government Report 2021)

The average rates of neighbouring Councils in 2019-2020 were \$1319.01 (Burwood), \$1190.54 (Inner West), \$1084.40 (Canterbury-Bankstown), \$996.65 (Cumberland) and 954.91 (Canada Bay). Council did not apply for or implement additional rate variation increases in this term. (source: Compare Councils - Your Council NSW)

This report highlights the many examples of projects and initiatives undertaken in 2017-2021 Council Term that demonstrate Strathfield Council's commitment to progress, innovation, strategic planning, continuous improvement and engagement with our community to understand and deliver on their aspirations.

The Council, the Mayor and Councillors, were responsible for setting and monitoring the strategic direction of the

Council and making policy decisions on behalf of and for the benefit of the Strathfield community. Throughout the Council term, the Mayor and Councillors played an important role in leading the Council and ensuring the concerns of the community were addressed in both strategic and action plans. Council's CEO is responsible for the day-to-day management of Council and directing staff to implement the plans, policies and actions adopted by the Council.

Council's Operational Plan, containing actions and budgets, is prepared and adopted annually. This plan is developed to meet the goals and objectives of the Community Strategic Plan and Delivery Program 2018-2022. This process ensures projects and programs undertaken by Council contribute to the community's long term vision for the Strathfield LGA as articulated in the Community Strategic Plan.



\$60m

Spent on new and renewed community infrastructure (2017-2020)

In this term of Council, a key focus was addressing demands for local infrastructure to meet population growth. Council delivered significant new or renewed community infrastructure including buildings, parks, and sportsfields, valued at over \$60 million through its Capital Works programs. These programs included:

- ▶ Transformation of underutilised assets into activated places for community engagement and recreation such as Hudson District Park from a low patronised golf course, Crane Street Park from a disused road, and refurbishment of previously inaccessible land at Ismay Reserve, near Powells Creek, into a major area of connected open space and recreation facilities.
- ▶ Increasing sustainable capacity of Council facilities to meet growing demands including four synthetic sportsfields that expand the usable hours and reduce downtime caused by wet weather impacts, additional new sportsfields at Bressington Park and construction of a new community centre in Homebush West.
- ▶ Increased recreation and leisure opportunities for local communities, especially families, such as upgrades of all playgrounds in the LGA, new parks public toilets and amenities in locations including Bressington Park, Cooke Park, Bark Huts, Strathfield Park and Hudson Park.

Responding to changing community and cultural demands by increasing access to library materials through the implementation of the innovative 24/7 library locker service and upgrading the library building to include an exhibition space and technology to foster innovation.



150,000+
passengers travelled on
Strathfield's Connector Bus

Improving local transport infrastructure and addressing the lack of consistency and available local transport options was a major focus of the plan. Council launched the Strathfield Connector Bus to provide reliable local bus services across the LGA to major transport hubs and key locations seven days per week. The bus has attracted over 150,000 passengers since its launch. Council replaced and upgraded its bus shelters and delivered over \$18 million of new or renewed roads, footpath, traffic and drainage infrastructure across all areas of the LGA. A total of 154,968m² of roads and 25,090m² of footpaths were built over the Council term.



3 town centres upgraded
Homebush, Homebush West & Enfield

Providing and improving engaging and activated public places was an important area of Council service delivery. Homebush West shopping centre was upgraded including improvements to the appearance, traffic flow and parking on Henley Road. Upgrades to the Homebush Town Centre were implemented in 2021 with street appearance upgrades and changes to traffic controls to improve

traffic flow, safety and creating additional parking on Burlington Road. The small Enfield/Broadway shopping area was upgraded also. Plans were prepared for upgrades to Strathfield South Town Centre in the 2021-2022 financial year.

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

Under NSW Government directives, the Local Planning Panel was established in 2018 comprising of a chairman, independent expert member and a community representative, which removed Councillors from determining development. Over 800 development applications with an estimated value of over \$1.1 billion were determined in this term of Council for residential, industrial, commercial and community development.

With increasing community, customer and business reliance on access to digital services, Council provided free

Wi-Fi access in town centres, expanded its range of online information and business services, launched a new website in 2020 which focuses on customer experience and arranges information in line with the most used services, expanded social media and upgraded Council's information technology capacity and systems. Livestreaming of Council meetings and access to online meetings and programs was launched during this term.

Council delivered significant improvements in public health initiatives including setting and meeting higher standards for food safety for over 300 local businesses and the introduction of smoke free town centres in Strathfield and Homebush West. Night rangers were introduced to complement and expand Council's Ranger service.



1,200+
tonnes of leaves and waste removed
from Strathfield's streets (2018-2020)

To protect and enhance the local natural environment, Council adopted its first Biodiversity and Conservation Strategy and focused on replacing and regenerating Strathfield's distinctive and historic street trees and increasing tree canopies in the LGA. Over 1,200 tonnes of leaves and waste were cleansed from local streets and prevented from entering local waterways. Plans for all parks and open spaces were reviewed and new Plans of Management prepared for all community land owned by Council and Crown Lands.



3.7+ Million
residential general, recycling and green
waste bins collected (2017-2021)

Council's waste service collected over 3.7 million general, recycling and green waste residential bins. Diversion of waste from landfill improved by 5% over the Council term from 31% in 2017 to 36% by 2021.

Council achieved significant improvements in resource efficiencies. Replacement of pre-2009 street lighting with LED lights resulted in a 78% reduction in power use. Conversion of Hudson Park from a golf course to a park resulted in significant savings in water use. Energy use at Strathfield Council Library and Innovation Hub decreased partly due to installation of solar panels. To support and promote the use of electric vehicles (EV), EV charging stations were installed at Bressington Park, Homebush West and Strathfield Town Centre.



78%
reduction in power use from
LED conversion of street lights

To enable the Council organisation to meet the challenges and priorities set out in Council's strategic plans, Council implemented plans and programs to develop leadership and drive a culture of high performance by building

and developing capability and capacity in its workforce. Council achieved significant improvements in occupational gender balance, working flexible arrangements and workplace safety.

The COVID-19 pandemic, commenced in January 2020, disrupted and altered Council's planned service and program delivery. Safety measures were implemented across all tiers of government in Australia to restrict transmission and spread of the disease as well as providing support and information for affected communities. The pandemic is continuing to be a major disruptor to Australia's society and economy as at mid-2021.

In adapting and responding to the challenges of COVID-19, delivery of certain activities involved more complex management and higher operational costs, while some services, events and facilities were unable to continue until the COVID-19 restrictions were relaxed. While this term of Council has been affected by actions to reduce transmissions, there are likely to be longer-term impacts. The NSW Government has estimated that, due to COVID-19, by 2061 the NSW population will be older and half a million smaller in size due to the decline in immigration over this period. Impacts on immigration, population growth, transport services, employment, changing work patterns and growth of home based work, and management of public health, may have longer-term effects on national, regional and local planning and policies. These are likely to be issues for consideration

during the next term of Council.

As the pandemic demonstrated, the need for emergency and business continuity planning is critical, as well as the need to provide support and assistance to communities in need. Council partnered with other councils and organisations to provide community assistance, especially in response to disasters, emergencies and crises. In response to COVID-19, programs were established to assist local businesses and vulnerable and isolated members of the local community through Neighbour2Neighbour programs and Be Local, Buy Local incentives. In response to the deadly bushfires of summer 2019-2020 which destroyed property and infrastructure across many areas, particularly regional areas in NSW, Council assembled a team of specialist staff to provide recovery support to Bega Valley Council in southern NSW, Richmond Valley Council and Clarence Valley Council in northern NSW. Support included roadworks, bridge civil designs and preparing damage assessment reports.



Place, Organisation and Governance

Place

The Strathfield Local Government Area (LGA) is 14km² and located in Sydney's Inner West about 10.5 kilometres from the City Centre and half way between Parramatta and the City. The LGA is located in the Greater Sydney Region and is part of the Eastern City District. For health services, the LGA is located in the Sydney Local Health District.

The Strathfield Council area is located mainly in the federal electorate of Reid with a smaller area in the south in the Electorate of Watson; and is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba.

The Council area includes the suburbs of Strathfield, Strathfield South, Homebush, Homebush West, part of Belfield and Greenacre. It is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

The neighbouring Councils are Burwood Council at the east and north-east boundary, City of Canada Bay at northern boundary, Canterbury-Bankstown Council at the southern boundary, Cumberland Council at western boundary and City of Parramatta Council at the north-west boundary, an area that includes Sydney Olympic Park.

Mayor and Councillors

Strathfield Council is incorporated under the *Local Government Act 1993* and is comprised of seven councillors, who are elected by the residents and ratepayers of Strathfield Local Government Area. The role of the Councillors is to direct and control the affairs of the Council in accordance with the *Local Government Act* and other applicable legislation. The term of Council commenced on 9 September 2017. The scheduled Council election has been deferred from September 2020 to December 2021 due to impact of COVID-19 measures. The following councillors served during this Council term:

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

The Mayor is elected by Councillors. Following amendments to the *Local Government Act 1993*, the Mayoral term is for a two year term.

The Mayors and Deputy Mayors elected in this Council term were:

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

Executive staff

Chief Executive Officer (CEO)	Henry Wong
Deputy CEO, GM Planning, Environment and Urban Services	Stephen Clement
GM, People Place and Civic Services	Anthony Hewton
Director, Office of CEO	Mary Rawlings
Director, Corporate and Financial Services	Melinda Aitkenhead

Departments and Sectional Executive Managers

Department	Section	Executive Manager
Office of CEO	Communications, Events and Engagement	Naomi Searle
	Corporate Compliance and General Counsel	Geoff Baker
	Corporate Strategy and Performance	Cathy Jones
	Corporate and External Affairs	Yvonne Yun
Corporate Services and Financial Services	Corporate Services	Cathryn Bush
	Chief Financial Officer	Francis Mangru
	Human Resources and Organisational Development	Ray Bannister
	Chief Technology Officer	Yanqing Qi

Planning, Environment and Urban Services	Environment, Sustainability and Compliance	Patrick Wong
	Landuse Planning	Kandace Lindeberg
	Urban Services	Gordon Malesevic
People, Places and Civic Services	Civic Services	Peter Bowmer
	Human Services	Kathryn Fayle

Awards

During the Council term, Council received the following commendations and awards:

2018: Highly Commended

National Awards for Local Government (NALG)

Excellence in Road Safety Category: *Road Safety – An Amalgamated Approach*

2019: Won

8th Annual Australian Road Safety Awards

(presented by Australian Road Safety Foundation) - Local Government Programs Award
Road Safety: It's a Shared Responsibility

2020: Finalist

9th Annual Australian Road Safety Awards

(presented by Australian Road Safety Foundation) – Community Programs Award
Make Every Journey, a Safe One (program tailored to meet needs of ethnic minorities)

2020: Winner

Greater Sydney Commission Awards

(presented by the Greater Sydney Commission)
Hudson District Park – Strathfield Council - *Great new place to live and/or work*

2020: Winner

Keep Australia Beautiful Awards

(presented by Keep Australia Beautiful)
Restoration of Halloween House – Strathfield Council – *Heritage and Culture*

2020: Highly Commended

Keep Australia Beautiful Awards

(presented by Keep Australia Beautiful)
Strathfield Car Park CDS – Strathfield Council – *Return and Earn Litter Prevention Awards*

2020 Finalist

Local Government Excellence Awards

(presented by Local Government Professionals Australia:
Community Development Award – Delivery despite COVID (library book lockers)
Environmental Leadership Award – Sustainability for all
Customer Experience Award – Customer Improvement Program
Disaster Recovery/Emergency Response Management Award – Weathering COVID

2021: Nominated (pending outcome)

10th Annual Australian Road Safety Awards

(presented by Australian Road Safety Foundation) - Local Government Programs Award
Make Every Journey, a Safe One



Road Safety Award



Return & Earn Initiative



Car Restraint Fitting

Councillors

Recollections of the past Council term



Stephanie Kokkolis

Mayor (2021)

Councillor (2012-2021)

It has been an honour to serve as Mayor in 2021 and an elected Councillor since 2012. I am proud that Strathfield Council has continued to deliver improvements to our local community, including the maintenance of our footpaths and roads, and upgrade to our library and innovation hub at Homebush and the library locker system that enables access 24/7 to library materials. Council has implemented major improvements to our parks and sporting fields including the Hudson District Park transformation, new sportsfields at Bressington Park, new all-weather synthetic sportsgrounds at Strathfield Park, Mason Park and Cooke Park. Council provided support to our local sporting clubs and local community groups such as Strathfield Rotary.

Many parks have been improved with new playgrounds and amenities. The upgrade of our local shopping centres at Homebush, Homebush West and Strathfield South have improved these areas for local residents and businesses. These will continue to be enjoyed by locals and visitors for many years to come. Thank you to all residents for their support during this Council term.

I would like to thank my fellow Councillors, the CEO and Council staff for their hard work throughout this term which has produced significant improvements to services and facilities for the Strathfield community.



Nella Hall

Deputy Mayor (2017-2018, 2021)

Councillor (2017-2021)

As this term of Council comes to an end, I would like to take the opportunity to thank you for the privilege to serve you. As Deputy Mayor and Councillor my focus has been on listening to the needs of our residents and it has been an immense pleasure engaging hundreds of residents with my weekly 'Street Meetings'.

I am grateful for the many improvements made by Council this term with improvements to traffic safety and traffic flow at Albyn Road, Fitzgerald Cres and the new roundabouts in the Homebush Shopping Village. Council has also completed a Plan of Management for all our Community Lands and had the pleasure of establishing a number of new parks including Hudson Park, Crane St Reserve, and the new Parramatta Road park. Council has improved 25km of footpath and over 3km of road resurfacing and I am particularly thankful that Council continues to have no debt.

I would also like to thank the business owners for their patience and support during the Homebush and Homebush West Shopping Village upgrades. Finally, I would like to thank the Council staff for their dedication to the Strathfield community.



Matthew Blackmore

*Deputy Mayor (2018-2020)
Councillor (2017-2021)*

It has been an honour and pleasure to have been elected as a Councillor and fortunate to serve as Deputy Mayor between 2018-2020. I have been able to meet so many residents and proud that I have been able to solve so many of the concerns raised by residents.

While on Council some of the achievements that stand out for me are the introduction of the No Smoking Policy in all our Town Centres, the planting of more street trees, English to be the prominent language on shop signs in Town Centres, more lighting on pathways in parks, searching for suitable properties to purchase to transform into pocket parks, introduction of Street Libraries and the introduction of customer service reference numbers when residents contact Council.

During the last four years Council has resurfaced the majority of our streets, re-designed the streetscape in Homebush West, Homebush and "Broadway" Enfield/Strathfield shopping areas with new pavers, more seating, plantings and new garbage bins. Council opened two new parks in this term Crane St Reserve & Hudson Park District Park. The completion of our equipment and playground upgrades have made a safer environment for the young children in our community. I thank the community for trusting me with the important responsibility of being your representative on our local Council.



Antoine Doueih

*Mayor (2019-2021)
Councillor (2017-2021)*

I have served the community for the last four years as a Councillor and had the privilege of serving as Mayor from 2019-2021. Since, my induction as a Councillor four years ago, I have been privileged to be part of a Council that has rapidly progressed, adapted to change and worked through challenges to successfully implement and achieve numerous projects for the benefit of our Strathfield residents and community. Council has performed at its optimum level to implement the community's vision for the Strathfield Council area in accordance with its Community Strategic Plan. This is what so special about Strathfield.

As the Mayor, I worked hard to serve the community to the best of my ability. I dedicated time and effort to listen to the community, engage with them and participate in being present if and when they want me to be there. Through my time as the Mayor, I oversighted the achievement of projects such as the Homebush Village refurbishment, renovation and renewal of parks and open spaces and establishing a café at Strathfield Park to name but a few. All projects were executed to the highest capacity. These projects are of great benefit to the current community but also for future generations. I have

always based my decisions on what the community needs through listening to the community.

It has been wonderful serving the community as a Councillor but it's been even greater honour to serve as their Mayor. I will continue to avail myself to the community even if I'm outside of the Council, to be there for them if any issue arise or ever need to speak with me about the community.



Maryanne Duggan
Councillor (2017-2021)

As a city based council, we are fortunate not to have experienced the multiple hardships of drought, bushfires, floods and even a mouse plague that our regional friends had to contend with during this term. I would like to thank Council for coordinating our drought relief fundraiser and for the disaster recovery logistical support provided to our local government friends in county NSW. We are at our absolute best when we are helping others who are in need.

Closer to home, Council staff rose to the challenge of the COVID pandemic magnificently, ensuring business continuity at a time of great uncertainty. The Winter Appeal, the coordination of support for local charities, and other social justice initiatives were well received by those in need. Council's staff have worked hard to support the community, local businesses, and councillors during this exceedingly difficult time.

As for this term's achievements, I am proud that Bressington Park was maintained as a public park and upgraded to improve community facilities and the transformation of the Hudson Park golf course to a public park. I am also proud that we have been fiscally responsible in keeping Council debt free, whilst undertaking significant public works at Homebush and Homebush West Villages; building the new Homebush West community centre; upgrading our library;

contributing to the much-needed new amenities block at Strathfield Park; and renewing other sporting and park infrastructure.

As Chair of the Cooks River Alliance, I am grateful for the ongoing support for the Alliance. I also greatly appreciate Council's efforts in reducing our energy consumption with LED and solar street lighting, planting hundreds of additional trees, and taking other measures to reduce our carbon footprint.

As a Councillor representing this very special area. I value the friendships I have made and the wonderful people I have met.

Thank you for the privilege of serving the Strathfield beautifully diverse community which lives and works on the lands of the Wangal people of the Eora Nation.



Karen Penesbene
Deputy Mayor (2020-2021)
Councillor (2017-2021)

It has been my absolute honour and pleasure to serve the people of Strathfield community as a Councillor since 2017 and as Deputy Mayor in 2020-2021. Meeting, listening, and representing residents underlies the importance of the work of our local council in delivering services and facilities to support the local community. Working with other Councillors, the Council's CEO Henry Wong and his team of talented and professional staff has resulted in outstanding services being delivered.

This term began in 2017 after Strathfield Council narrowly avoided amalgamation by fighting to maintain Council's independence. Many newly amalgamated councils are now anticipating rate increases of between 30-40%, while Strathfield Council maintains relatively low rates. Should amalgamation remerge, we will fight again to keep Strathfield independent.

While this term of Council has been extremely rewarding, it has been challenging. The impact of the COVID-19 pandemic from early 2020 imposed a new reality on us all, affecting schools, families, businesses as well as Council's operations. I am proud of the efforts of Strathfield Council and the community response in implementing public health measures, helping our neighbours, small



Gulian Vaccari

Mayor (2017-2019)

Councillor (2012-2021)

businesses, and local charities to help those severely affected.

During this term, Council has upgraded roads, footpaths, parks, and reserves and shopping centres across all suburbs in the Council area. Hudson Park was revitalised into a family-friendly location that every visitor can access and enjoy. Many are enjoying the new stage 1 greenspace and will be delighted by completion of stage 2 in late 2021. Council established the new local community Connector Bus to provide transport access across the Council area but it also supports social and community connections. The value of this service will continue to increase.

New greening projects were commenced to reduce heat and improve the overall visual streetscapes such as replanting missing street trees and trials of innovative tree planting projects in Strathfield's industrial areas with help of Macquarie University, a another great green initiative from our Council.

As the 2017-2021 term of Strathfield Council concludes I wish to once again express my heartfelt thanks to all residents of the Strathfield Municipality for the great privilege of serving you not only in this term, but since I was first elected in 2012.

I have had the honour of serving three times as Mayor, nine years as a councillor, and to lead multiple council initiatives, committees and working parties, during this time. Reflecting on the past four years, and the five years before that, we have achieved much as a community. Over two election campaigns, and nine years representing you, I heard our community's combined voice expressing a desire for improved green spaces and streetscapes, better children's playgrounds (including sporting fields), better access to council facilities (delivered via multiple new amenities buildings), higher quality footpaths and roads, better library services (delivered via a complete library refit), and better public safety (delivered via council's various CCTV camera projects). I feel that a snapshot at the end of this council term, compared to four (and nine years) ago, shows the voices of Strathfield residents have been heard.

Further, I wish to thank my fellow councillors for the supportive and collaborative environment in which these initiatives were delivered, and also council staff, led by CEO Henry Wong, for their untiring dedication to our residents and to following through on the direction the elected council has set for our area.

Priority Area Achievements





STRATHFIELD COUNCIL

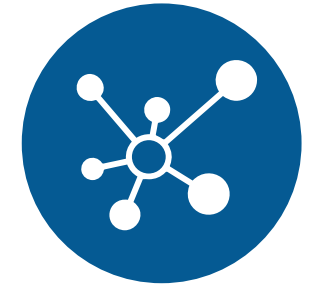
This plaque commemorates the completion of
CRANE STREET PARK

Officially Opened by
Mayor Cr Antoine Doueiri

Councillors
Cr Mayor Cr Antoine Doueiri
Cr Stephen Kakkali
Cr Karen Penabene
Cr Susan Yacuzzi

Senior Staff
Henry T Wong
Cr Stephen Kakkali
Cr Karen Penabene
Cr Susan Yacuzzi
Anthony Ho
Cr Stephen Kakkali
Cr Karen Penabene
Cr Susan Yacuzzi

Connectivity



The priority area of Connectivity concerns planning for infrastructure to meet the needs of a growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery. The goals include: growth sustained by well-planned and accessible infrastructure, connected and integrated transport networks across Strathfield LGA and transformed and connected information and service delivery.

Key Achievement Statement

To meet the needs of a growing and increasingly diverse population, a key priority of the Community Strategic Plan is delivering new or upgraded community infrastructure. From 2018-2020, over \$60 million was spent on new or renewed infrastructure to expand facility availability and capacity including playgrounds and sportsfields in addition to roads, footpaths and drainage programs throughout all suburbs in the Strathfield Council area. Council reduced infrastructure backlogs while delivering infrastructure to service current and future communities. Initiatives to improve local transport services and infrastructure range from the new Strathfield Connector Bus service, renewal of local transport infrastructure and creation of additional parking at Strathfield, Homebush and Homebush West Town Centres. With increasing community, customer and business reliance on access to digital services, Council provided free Wi-Fi access in town centres, expanding its range of online information, business services and social media and upgrading Council's information technology capacity and systems. Livestreaming of Council meetings and access to online meetings and programs was launched during this term.

Goal 1 - Growth sustained by well-planned and accessible infrastructure

Strategies:

- ▶ Plan for infrastructure and assets to meet the needs of a growing population
- ▶ Deliver infrastructure and assets to meet community needs

Key actions to address goals and strategies

Representing, infrastructure planning and management involved:

- ▶ Advocacy to State Government regarding planning and development in the Parramatta Road and Liverpool Road/Hume Highway precincts
- ▶ Review and updating of Council's asset management strategies, policies and plans
- ▶ Plans prepared for installation or renewal of roads, footpaths, drainage and kerbs and major projects such as recreation, park and community infrastructure and town centre projects.
- ▶ Design plans developed for Powells Creek pedestrian bridge crossings at Lorraine St, Hamilton Street and George Street and upgrade of Parramatta Road public domain

- ▶ Review and preparation of Plans of Management for all Council community land

Parks, community and recreational infrastructure were upgraded to meet the needs of a growing population by:

- ▶ Transforming Hudson Park from a golf course into a district park including stage 1 works: landscaping and tree canopy expansion, a new lake (with on-site retention basin), open space for active and passive recreation, garden maze and sensory garden.
- ▶ Upgrading land adjacent to Powells Creek (Ismay Reserve) by Westconnex, improving accessibility and connectivity with new pathways, BBQs, tree planting and a range of recreation facilities such as a futsal court, outdoor table tennis table and playgrounds.
- ▶ Significantly upgrading Bressington Park Homebush with construction of 5 new sportsgrounds, practice wickets, off-leash area, landscaping, a new amenities building with toilets, change rooms and kiosk facilities and large carpark.
- ▶ Constructing four new synthetic sportsfields at Strathfield Park (2), Mason Park and Cooke Park to increase capacity for formal sports. Lighting was upgraded at sportsgrounds and parks including Airey Park, Boden Reserve, Drew Street Playground, Fitzgerald Park, Pilgrim Park and Strathfield Park.
- ▶ Upgrading, renewal or replacement of all playgrounds in the Strathfield LGA including large parks like Bark Huts Reserve and Bressington Park and smaller parks like Pilgrim Park.

- ▶ Construction of new pavilion at Strathfield Park with amenities, community space and change rooms.
- ▶ Installation of outdoor fitness equipment at Ford Park, Freshwater Park, Dean Reserve and Airey Park
- ▶ Upgrading Bark Huts Reserve with a new amenities building featuring toilets, change rooms and kiosk facilities, a large children's playground, field realignments, cricket practice wickets and a multi-purpose court.
- ▶ Upgrading Cooke Park with new pathways and landscaping, synthetic sportsfield, new amenities building featuring toilets, change rooms, kiosk and a small meeting room.
- ▶ Construction of new Community Hall at Melville Reserve, Homebush West.
- ▶ Local parks and facilities upgraded across all areas in the LGA including Cosgrove Reserve, and Freshwater Park.

Goal 2 - Connected and integrated transport networks across Strathfield LGA

Strategies:

- ▶ Improve state and regional transport connections to, through and across the Strathfield LGA
- ▶ Connect and provide local transport networks within the Strathfield LGA

Key actions to address goals and strategies

Advocating on behalf of the local community and preparing infrastructure and project plans that included:

- ▶ Regular representations to Transport for NSW for improvements to transport services for Strathfield LGA.
- ▶ Managing meetings of the Strathfield Traffic Committee and implementation of approved traffic controls and projects
- ▶ Preparation of the Pedestrian Access and Mobility Plan (PAMP)
- ▶ Management and monitoring of Residential Parking Schemes (RPS) which provides residents access to on-street parking in high parking demand areas.

Delivering integrated and connected transport programs and infrastructure including:

- ▶ Renewed or upgraded roads, footpaths, drainage, kerbs and gutters in all areas across Strathfield Council at a cost of over \$18 million (2017-2020).
- ▶ Establishment of the Strathfield Connector Bus with north and south routes to improve transport connectivity across the Strathfield LGA and ease local traffic congestion and parking demand. Over 140,000 passengers have used the connector service as at May 2021.

- ▶ Managed parking in high demand areas including management of RPS. Regular patrols of high volume traffic areas occurred in town centres, around schools and in RPS areas.
- ▶ Council's Rangers and Parking Officers consistently monitored local streets and parking areas to ensure high levels of regulation compliance to keep Strathfield's streets safe.
- ▶ Complaints about illegal parking were investigated and actioned.

Delivering proactive and reactive road safety programs to raise awareness and drive positive behaviour by:

- ▶ Design and delivery of road safety programs including education, engagement, enforcement and engineering
- ▶ Expansion of media strategies to include social media and engagement with local stakeholders across a number of platforms such as participation in flagship events, school and childcare centre visits, library story time sessions and relationships with business groups and cultural organisations.

- ▶ Targeted programs catered to all segments and across many priorities including:
 - Young Drivers program included strategic messaging on social media, workshops and presentations, excursions to Bstreetsmart and RYDA, resource distribution and street advertising.
 - Pedestrians campaign included installation of thermoplastic and vinyl 'Look Out Before You Step Out' stencils in conjunction with social media messaging and awareness campaigns at strategic locations.
 - Occupant Restraint campaign included Safe Seat Saturdays@Strathfield, car restraint fitting check run at Council offering seat belt education and an opportunity to engage with local stakeholders.
 - Safety Around Schools engagement and partnership with local schools to educate the parent community on modelling good behaviour and embedding safe strategies. Support national events such as Walk Safely to School Day and Ride 2 School Day as well as campaigns such as Little Blue Dinosaur etc.
 - Speed awareness campaigns, enforcement and education around demerit schemes and safe driving strategies.
 - Alcohol campaign involving partnership with Flemington Liquor Accord and key messaging around the impact of alcohol

Goal 3 - Transformed and connected information and service delivery

Strategies:

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

Key actions to address goals and strategies

Delivery of digital services, online service and information access involved:

- ▶ Review and upgrade of Council's Information Technology infrastructure and software to enable improved performance, system security and efficient management of Council's operations.
- ▶ Delivery of a range of systems to support public and remote access to online services such as interactive website payment and booking systems for the Library, facilities, waste etc., online lodgement of development applications, online Connector Bus tracking, live streaming of Council meetings, public Wi-Fi in town centres and CCTV monitoring at key 'hotspots'.

Information and communication issued across multiple platforms and included:

- ▶ Over the term of Council, there were over 2.8 million visits to Council's website from 2017 to May 2021. In 2020, the website was upgraded to support more interactive online services.
- ▶ Use of social media was expanded to increase the range of community access to information, new social media products were launched alongside Facebook and Twitter to include Instagram (photo/graphics), LinkedIn (career/recruitment) and YouTube (digital videos)
- ▶ With the ceasing of printed local papers, Council's public notifications primarily moved to digital platforms such as the website, social media and the weekly Strathfield e-News. A printed quarterly newsletter was issued by subscription.
- ▶ Videos including information guides and highlights of Council meetings were posted to Strathfield TV, a channel on YouTube or via the Council website.
- ▶ Notifications to the public on COVID-19 measures included public health signage in multiple languages, online meetings, live internet streaming of Council meetings and increased delivery of online services.
- ▶ 856 informal and 32 formal requests for information were released under the Government Information (Public Access) Act 2009 and associated privacy legislation from 2017-2020.



Mason Park

Community Wellbeing



The priority area of Community Wellbeing concerns supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles. The goals include: socially cohesive and connected communities, healthy and active communities and safe and accessible places.

Key Achievement Statement

To support socially cohesive, connected and safe communities, Council delivered a range of new or upgraded community facilities and programs. From 2018-2020, over \$60 million was spent on new or renewed infrastructure to expand facility availability and capacity including library, community centres, playgrounds and sportsfields across all suburbs in the Strathfield Council area. Increased investment in community and recreation facilities was supported by a wide range of community development programs which encouraged active and inclusive participation by all age groups and capacities. Actions that support safety in the local community involved a review of plans and auditing local areas, improving street lighting and installing CCTV in key 'hotspots' and working collaboratively with local police. Council was well prepared for emergency and disaster management, adopting new plans prior to the onset of the COVID-19 pandemic in early 2020. The COVID-19 pandemic affected delivery of many Council services and programs but the overall concern was the safety and wellbeing of the local community. Council implemented actions including multi-language communications to stop the spread of the disease but also implemented programs to address the needs of the community's most vulnerable members through the Neighbour2Neighbour program.

Goal 1- Socially cohesive and connected communities

Strategies:

- ▶ Build community resilience, capacity and promote connected and social cohesive communities
- ▶ Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies
- ▶ Provide opportunities for community participation in local activities

Key actions to address goals and strategies

Plan and facilitate community development programs for people with disabilities and their carers which included:

- ▶ Review of the Community Access Plan and preparation and adoption of the Disability Inclusion Plan 2020-2024 which identifies actions and timeframes aligning with the Community Strategic Plan.
- ▶ Upgraded and installed new recreation and amenities included disability and accessibility provisions e.g. pathways around new synthetic sportsfields at Strathfield Park and Cooke Park, Strathfield Council Library and Innovation Hub refurbishment and new amenities at Bark Huts Reserve, Cooke Park, Bressington Park and Strathfield Park have greater accessibility and feature disability facilities such as toilets.

- ▶ Audited all 1,106 pram/pedestrian ramps and developed plans to address non-compliant ramps. New bus shelters include disability code features and upgrade of town centres such as Homebush West improved and levelled footpaths to remove trip hazards.
- ▶ Provided Sensory Oasis Tents and Xtra Eyes kits at Strathfield Council Library and Innovation Hub to for people who become overwhelmed by noise, smells, lights, crowds and other types of sensory input and those who may have low vision. This assists in providing an inclusive and comfortable space
- ▶ Participation and promotion of the International Day for People with Disability and Carers Week with a video interviewing Strathfield residents who are disabled or involved with disability in a professional or caring role.
- ▶ Became a member of the Australian Network on Disability and launched new Community Directory including local disability services

Programs and activities for older residents support independent active and socially connected living and include:

- ▶ Coordinated a range of local cultural and recreation activities and events including excursions, concerts, aged care information, and health and wellbeing events as part of the annual NSW Seniors Festival.
- ▶ Promotion and coordination of healthy, active ageing programs including gentle exercise classes, line dancing,

Twilight Tours, and health education with the Sydney Local Health District Stepping On Falls Prevention Programs.

- ▶ Delivery of library materials to housebound residents under Council's Home Library service.
- ▶ Development and distribution of mobility maps for the Strathfield and Homebush West Town Centres
- ▶ Operation of the Strathfield Aged Day Care service for frail and elderly residents at Strathfield Community Centre. From July 2020, management of the service transferred to Inner West Neighbour Aid.
- ▶ An audit of park benches was completed resulting in new park benches installed to support senior residents.
- ▶ Community Education Sessions for Seniors.

Services and programs for new settlers and people from culturally and linguistically diverse backgrounds include:

- ▶ Council provided assistance to support the learning and improvement of resident's English skills, through programs such as Conversation Cafe and Chatterbox. Programs were offered including preparation for employment and civics for newly arrived immigrant women.
- ▶ Offered programs including Business Administration Certificate training for newly arrived immigrant women.
- ▶ Delivered health programs targeted at issues in the Nepalese and Vietnamese communities.

- ▶ Informed and promoted public safety awareness during COVID-19 including signage in multi-language formats throughout the LGA promoting health messages.
- ▶ Provided community grants to support many CALD organisations.

Services and programs for children, youth and families included:

- ▶ Provision of a range of activities to support children and their families including Baby Bounce, Storytime, school holiday programs, children's week activities, Reading Buddies program for primary school children and Go4Fun programs for children and their families
- ▶ Hosting a Youth Summit in February 2018 to directly involve young people in preparation of the Community Strategic Plan.
- ▶ Oversight of the Youth Week events by Council's Collaborative Youth Group with programs provided by engaging young people including intergenerational learning involving Strathfield South High School students as tutors for the Technology Tutor for Seniors for seniors, youth social events and programs (e.g. Youth Drop-In), organising and running International Day for the Elimination of Violence Against Women events and initiatives. 2020 Youth Week events delayed due to COVID-19 restrictions with a creative video competition run online.

- ▶ Displaying HSC Art as an exhibition at Strathfield Council Library and Innovation Hub and staging of the Roar Exhibition in 2021 for local school students in Years 9 and 10.
- ▶ Working in partnerships with Australian Catholic University and Strathfield South High School to provide the Future in Youth program, a sports development program for Years 7-10 to support local youth from low socio-economic backgrounds to engage in sport in a safe and friendly environment.

Provide opportunities for community participation in local activities which include:

- ▶ Operation of community programs and events with volunteer participants at events such as the Cooks River Fun Run, Strathfield Food and Jazz Festival, Strathfield Spring Festival, Clean Up Australia Day, National Tree Day and Bushcare and ongoing community programs such as Chatterbox English Speaking Programs and the Strathfield Community Choir.
- ▶ Support of local charitable programs such as St Paul's Anglican Homeless Pantry and St Merkorious Charity to provide food and support in the local area for people in need particularly during winter and COVID-19.
- ▶ Operation of Council's annual community grants program providing support and financial assistance to local organisations for local community programs and initiatives.

- ▶ Created Discover Your Council book for new settlers to give them more information about Council's role in the community.
- ▶ Creation of new online community directory created with easier access for the community to find services that support them.

Prepared plans and management of open space and facilities which included:

- ▶ Review of plans for all parks and open spaces and preparation of new Plans of Management for all community land owned by Council and Crown Lands.
- ▶ Managed licence and hire agreements with clubs, schools and organisations for use of facilities and sportsgrounds
- ▶ Implemented regular maintenance and inspections of park and recreation facilities





Harmony Day

Goal 2 - Healthy and Active Communities

Strategies:

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

Key actions to address goals and strategies

Provide and promote active and healthy living programs which included:

- ▶ Delivered new and upgraded recreation and community facilities across all areas in the LGA including sportsfields, playgrounds, outdoor gyms, community centres and parks amenities.
- ▶ Provided new areas of open space to the community including Ismay Reserve/Powells Creek open space and Crane St Park.
- ▶ Promoted access and availability of local facilities to enable the community to improve their physical and mental wellbeing such as sportsfields, playgrounds, courts, outdoor gyms and walking tracks for formal sport and informal recreation.
- ▶ Managed formal and hire agreements with clubs and organisations for use of facilities.
- ▶ Coordinated programs and events to support increased fitness and social interactions such as gentle exercise

for seniors, yoga, zumba, line dancing, walking groups, and bootcamp programs.

- ▶ Prepared, distributed and monitored COVID-19 management plans for safe public and club/organisation access to community facilities such as parks, outdoor gyms, playgrounds, sportsfields, off-leash areas and community centres.
- ▶ Transitioned online delivery of programs such as gentle exercise to provide access to programs disrupted due to COVID-19 restrictions.

Goal 3 - Safe and accessible places

Strategies:

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

Key actions to address goals and strategies

Council undertook projects in collaboration with Police and community stakeholders to improve the community and hotspots, and support community safety programs and safe public areas which included:

- ▶ Adopted in 2020 a new Community Safety Strategy 2020-2024. The strategy is focused on the actions to address the highest reported offences in the LGA. The key areas include Fraud, Steal from Person and Malicious Damage to Property.
- ▶ Conducted community safety audits on quarterly basis with Auburn Police.
- ▶ Managed an annual rough sleeper count beginning in 2020 with Department of Communities of Justice and a flag system established with the Department and Wesley Mission.

- ▶ Installed CCTV surveillance in Strathfield, Homebush West and Homebush Town Centres, Strathfield Library and Strathfield Park Pavilion.
- ▶ Provided a comprehensive range of programs to monitor and take action on matters that affect the health and safety of the local community, which included a day/night ranger service and parking patrols, tree pruning in streets and public areas, management and monitoring of swimming pool inspections, pollution, animal controls and removal of abandoned vehicles and graffiti vandalism.
- ▶ Completed audit of Homebush and Homebush West areas and referred requests to Ausgrid for repairs and additional lighting
- ▶ Responded to and addressed anti-social behaviours including vandalism and illegal waste dumping.
- ▶ Developed and implemented plans for emergency management and responses to crisis and disasters
- ▶ Adopted the Emergency Management Plan and audit of Emergency Evacuation centres located in the Strathfield LGA
- ▶ Regularly attended and participated in regional Local Emergency Committee Management meetings with City of Canada Bay and Burwood Councils
- ▶ Reviewed Council's Business Continuity Plans
- ▶ Implemented COVID-19 pandemic response and recovery plans with regular review of plans to meet changing circumstances
- ▶ Provided recovery assistance to other Council areas affected by natural disasters.





Sustainability Engagement



National Tree Day

Civic Pride and Placement Management



The priority area of Civic Pride and Placement Management included revitalising engaging town centres and public places, cultural and creative activities and events promoting a sense of civic pride. This priority area has two goals which are supported by strategies. The goals included engaging and activated public places and creative and cultural community.

Key Achievement Statement

Council focused on creating engaging and activated public places by upgrading the appearance and transport in Strathfield's town centres, these being important places for community connection and interaction and local services and businesses. This was supported by the new community Connector Bus service, renewal of shopping centre footpaths, road and traffic controls and creation of additional parking spots at Strathfield, Homebush and Homebush West Town Centres. Council also provided free Wi-Fi access in town centres, upgraded town centre CCTV to support community safety, enforced smoking bans in town centres and raised standards of food safety and hygiene in local businesses. Upgrading of the Strathfield Library building supported an enhanced creative and cultural community in Strathfield with the inclusion of an innovation hub with expanded technology access and the opening of a new exhibition and gallery space. Cultural learning programs were expanded to include online delivery. A range of local events and programs were organised for varying ages and interests that promoted community cohesion and celebration and facilitated participation by community and volunteers in social, sports, environmental, civic and cultural activities.

Goal 1- Engaging and activated public places

Strategies:

- ▶ Revitalise Town and Village centres
- ▶ Develop and implement place promotion strategies
- ▶ Support productive and well managed local businesses

Key actions to address goals and strategies

Plans and actions to revitalise and promote town centres and local businesses included:

- ▶ Upgrading of town and village centres. Homebush West shopping centre was upgraded with improvements to the appearance, traffic flow and parking on Henley Road. Upgrades to the Homebush Town Centre were implemented in 2021 and included enhanced street appearance and changes to traffic controls to improve traffic flow, safety and creating additional parking on Burlington Road. Plans were prepared for upgrading Strathfield South Town Centre in the 2021-2022 financial year.
- ▶ Significant improvements occurred in compliance rates for food safety of local food businesses, including mobile vans, school canteens and childcare centres. In the Council term, over 80% of all high and medium risk food businesses achieved medium to high standards of safety compliance and were awarded 'Scores on Doors'

certificates, which when displayed, demonstrate their commitment to food safety to customers

- ▶ To promote healthy and engaging town centres, Council made the Strathfield CBD smoke free in 2018, which was later extended to Homebush West. Banning smoking resulted in improved general amenity and reductions in cigarette butt litter, the most littered item in NSW.
- ▶ Christmas in Strathfield was celebrated by festive decorations in town centres over the Christmas/ New Year period in the Strathfield, Homebush and Homebush West Town Centres and the Council Chambers on Redmyre Road. High visibility streets were also adorned with decorations.
- ▶ Appearance and cleanliness of Strathfield's town centres was maintained to a high standard with daily cleaning, waste removal and intensive steam cleaning of footpaths and paved areas twice a year.
- ▶ All businesses in the LGA were inspected annually including those with cooling towers to minimise risk of legionnaire's disease and cleanliness of beauty and skin penetration premises
- ▶ Responses to COVID-19 involved inspections of local food businesses safety plans and action where businesses were not complying or without plans. During COVID-19 lockdowns, there were increasing numbers of environmental and health complaints received, likely due to community anxiety or more people working from home.

Goal 2 - Creative and cultural community

Strategies:

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

Key actions to address goals and strategies

Provided library information and innovation services and programs that included:

- ▶ Upgraded and refurbished the Strathfield Council Library and Innovation Hub in 2020. The library upgrade delivered comfortable and engaging spaces to enhance learning and information sharing, exhibition square, multi-purpose space, children's area, internal study stadium, computer lab and open meeting quarters.
- ▶ Established an innovative digital library locker service to enable patrons to order online, collect and return library materials at any time day or night, in various locations in the Strathfield Council area.
- ▶ Supported community street library

- ▶ Managed library services and operations both in-person and online including print and digital collections (including children's, reference, non-English, large print etc.), loan service, technology etc. The Library expanded its digital collection, implemented a new library management system with online access, promoted a new online platform BorrowBox for digital items and the use of the online platform Overdrive.
- ▶ Opened a new exhibition space at the Library in 2020, which hosted exhibitions including Gilded Perceptions by Erica Cholich, Beyond Sight by Lea Kannar-Lichtenberger and an original WWI exhibition developed by Council and the Strathfield-Homebush District Historical Society 'Strathfield Answers the Call 1914-1918' in 2021.
- ▶ Provided a wide range of community learning programs including children's week, mental health online seminars and environmental sustainability
- ▶ Management of COVID-19 had a significant impact on access to library services and delivery of programs and events. This resulted in event or program cancellations during lockdowns and reduced services. Where a feasible online alternative was available, Council provided online programs such as Storytime and Singing as well as continued online access to digital resources and access to Library Lockers to maintain lending services.
- ▶ Services such as Justice of the Peace and Tax Help were provided by community volunteers at Strathfield Library.

Promoted and deliver community events and programs that connect community and build social cohesion:

- ▶ Held a wide range of events to support and provide opportunities for involvement by all age groups and interests reflecting the diversity of the Strathfield community, including major events such as Strathfield Spring Fair, Cooks River Fun Run, Homebush Village Festival, Strathfield Christmas Carols, Lunar New Year, Australia Day, National Tree Day and Movies in the Park program.
- ▶ Organised online events as COVID-19 restrictions resulted in cancellation of in-person events in 2020, which included staging a virtual Christmas Carols event on YouTube which featured prerecordings of locals participating in musical and dance performances and sending messages, which received more than 1.5K views.
- ▶ Over 1,300 residents were conferred with Australian citizenship from 2017-2020 at ceremonies held by Strathfield Council.
- ▶ Recognised and awarded community achievements for Citizen and Young Citizen of the Year at annual Australia Day celebrations.





Strathfield at Night

Liveable Neighbourhoods



The priority area of Liveable Neighbourhoods concerns the delivery of high quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces. This priority area has three goals which are supported by strategies. The goals include: quality, liveable and sustainable urban design and development, clean, attractive and well maintained neighbourhoods and thriving and resilient environment.

Key Achievement Statement

To meet regional and local planning priorities and the community's vision of high quality, well planned and maintained urban and natural environments, Council's planning and development strategies were reviewed resulting in the adoption of its 20 year land use strategy – the Local Strategic Planning Statement 'Strathfield 2040' and preparation of a new Local Environmental Plan, supported and informed by a range of studies and community engagement. Council processed over 800 development applications and established, supported and implemented determinations of the independent Strathfield Local Planning Panel. The regular household waste services ran on schedule for over 16,000 households and service was maintained even allowing for COVID-19 disruptions. A range of initiatives to improve waste collection and education were implemented particularly to improve landfill diversion rates, illegal dumping and littering. An online on-call waste booking service was implemented. Council maintained, investigated and enforced public health standards and pollution management. Plans were prepared to improve Strathfield's ecological habitat and aquatic systems, large sections of Powells Creek were naturalised, increased numbers of trees were planted in parks and streets to improve the LGA's tree canopy. Significant efficiencies in energy and water use from street lighting and parks initiatives and new Electric Vehicle stations were installed in three locations in the LGA.

Goal 1- Quality, liveable and sustainable urban design and development

Strategies:

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

Key actions to address goals and strategies

Plan, review and implement planning controls

- ▶ Adopted the Strathfield Local Strategic Planning Statement (LSPS) in 2020, a 20 year land use planning strategy, which identifies Council's long term vision for land use and infrastructure provision and identifies the economic, social and environmental opportunities to deliver and influence a future aligned with our local community's aspirations.
- ▶ Prepared new Strathfield Local Environmental Plan 2021 (LEP) and supporting studies including Strathfield Local Housing Strategy, Heritage Strategy, Integrated Access and Movement Strategy, Social Infrastructure Strategy, Commercial Centres and Urban Design Place Strategy
- ▶ Adoption of the Strathfield Community Participation Plan
- ▶ Adoption of the Council Value Sharing Policy

Managed development assessment processes:

- ▶ A total of 816 development applications were determined with an estimated value of over \$1.1 billion (from July 2017 to 4 June 2020). This includes residential, multi-unit, mixed use, commercial/retail/office, community facilities and industrial development.
- ▶ Established, provided support and implemented determinations of the independent Strathfield Local Planning Panel (LPPs) (formerly known as Independent Hearing and Assessment Panels or IHAPS).

Goal 2 - Clean, attractive and well maintained neighbourhoods

Strategies:

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

Key actions to address goals and strategies

Actions to reduce waste, improve reuse and recycling included:

- ▶ Council provided weekly garbage, fortnightly recycling and green waste collection to residential households, waste and recycling service to multi-unit dwellings and

three annual clean-up collections per household in the LGA.

- ▶ Improvement in waste diversion from landfill occurred over the Council term, which rose from 31% in 2017 to 36% by 2021, a 5% improvement. The lowest levels of waste diversion was from Multi-Unit Dwellings (MUDs) and Council developed programs focused on MUDs to improve diversion and contamination rates.
- ▶ 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 developed MUD programs to focus education and enforcement programs on improving these rates.
- ▶ Implementation of a new online clean-up waste collection booking service enabled residents to pre-book their household collections.
- ▶ Initiated litter reduction programs to address specific issues such as in the industrial areas near the Cooks River, which achieved 40% litter reductions.
- ▶ Collection of over 18 million items of recyclable materials at the Return and Earn vending machine
- ▶ Promoted events to increase recycling including E-waste and Chemical Clean Out Drop Off events and increase of drop off points for collection of light globes, batteries and CDs/DVDs recycling. Council also supported the collection of unlimited free household items collection by The Bower Reuse and Recycling Centre.

- ▶ Investigation of illegal dumping incidents primarily involved household waste, commercial and industrial waste and construction and demolition waste. Where owners or dumpers were identified, notices were issued. Council participated in the Inner Sydney RID squad and has received various grants to target both littering and illegal dumping in industrial areas.

Improving public health, safety and amenity through programs and enforcement included:

- ▶ Conducted regular inspections of food services, skin penetration and premises with water cooling systems to ensure compliance with health standards. Actions taken included education and issuing fines for non-complying businesses.
- ▶ Assessment of local food business's COVID-19 safety plans and compliance. Action was taken where premises were without plans or non-complying. Many programs initiated to inform and promote public safety awareness including signage in multi-language formats throughout the Council area promoting health messages.
- ▶ Management of companion animal programs including lost and stray animals, provision of Council's three off-leash areas and investigating complaints.

- ▶ Monitoring of pollution incidents and complaints, removal of abandoned vehicles and trolleys and programs to identify and stop growth of weeds in the LGA and at Sydney Markets were undertaken to improve public safety and amenity
- ▶ Conducting testing of local rivers and creeks to determine pollution levels and rates of littering and dumping. Quality of air was monitored for the Council area and near WestConnex.

Goal 3 -Thriving and resilient environment

Strategies:

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

Key actions to address goals and strategies

Prepare and monitor plans and projects to improve and protect ecological habitat and aquatic systems, which included:

- ▶ Adopted the Strathfield Biodiversity and Conservation Action Plan (2019), which sets out a comprehensive future plan to protect and enhance Strathfield's natural environment.

- ▶ Reviewed Strathfield's historic and distinctive street trees and commenced program of replacement of dying or diseased trees to maintain the area's valuable tree canopies.
- ▶ Initiated projects focussed on the LGA's tree canopies resulting in planting of over 2,200 new trees at Hudson Park, Cooks River parks Maria Reserve and Elliott Reserve, and Bellfrog Reserve at Greenacre.
- ▶ Naturalisation by Sydney Water of a large section of Powells Creek near Mason Park Wetlands. The foreshores planted to re-instate the riverbank improving biodiversity and appearance of the creek and its foreshores.
- ▶ Constructed a new lake in Hudson Park with on-site retention basin to collect water from the site and from the wider catchment to perform the valued process of treating pollutants and improve water health.

Developing partnerships, alliances and community programs to promote and protect the environment, which included:

- ▶ New and replacement plantings and natural area maintenance occurred in natural areas through Bushcare programs and National Tree Days, which gave community members a chance to contribute positively to their local environment by planting important vegetation.

- ▶ Initiated new industrial area tree program in partnership with Macquarie University to trial street trees capable of thriving in difficult conditions. A total of 180 trees were planted in the demonstration trial.
- ▶ Launched the Cooks River Family Fun Ride, a new active travel event involving a public bicycle ride event along a short public shared footpath/cycleway.
- ▶ Creation of a sensory garden at Drew Street Playground which included installation of garden beds, seating and shading.
- ▶ Council supported regional projects for healthy urban ecosystems and waterways through participation in the Cooks River Alliance, participation in the 'Get the Site Right' to inspect construction site compliance with soil and erosion controls and operation of Council operated street sweeping services to stop leaf and other litter flowing into rivers,.
- ▶ Conducted regular water quality tests on local rivers and creeks to determine pollution levels and rates of littering and dumping.

Council developed programs to improve sustainability and resource efficiency which included:

- ▶ Contaminated waste was reused and converted into a sound wall at Hudson Park to reduce noise from nearby regional roads, resulting in major cost savings and waste conversion.
- ▶ 99% of street lights installed before 2009 were replaced with LED lighting, which uses 78% less power than the legacy lumiere lights. This is a substantial saving as street lighting is Council's largest power use and cost.
- ▶ Installation of solar panels at Strathfield Library, and to power CCTV units
- ▶ Significant water savings from conversion of Hudson Park golf course to a district park.



Strathfield Drive Through Recycling

Responsible Leadership



The priority area of Responsible Leadership concerns leadership and delivery of accountable Council services that are directed by the priorities of an engaged and connected community. This priority area has two goals which are supported by strategies. The goals include: trust in Council's leadership and decision making and accountable Council performance

Key Achievement Statement

To enable the delivery of the Community Strategic Plan, driven by the priorities of an engaged and connected community, Council provided innovative and accountable leadership and effective and efficient management of services, programs and infrastructure on behalf of the community. The community were provided with opportunities to have a say on a wide range of proposals and in Council's decision making processes. Proposals were released across multiple platforms including website and social media to broaden notification reach and invite involvement. To improve access to Council's decision making, livestreaming of Council meetings and access to online meetings and programs was launched during this term. Council delivered sustainable financial management to maintain the long-term viability of Strathfield Council, its people and assets. Council reduced infrastructure backlogs while delivering new and upgraded infrastructure to service current and future communities. To enable Council to deliver on its priorities, Council focused on developing a highly skilled workforce, building capacity and capability through leadership development, training and work/life flexible arrangements.

Goal 1- Trust in Council's leadership and decision making

Strategies:

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

Key actions to address goals and strategies

Promote active community engagement and accountability of decision making processes by:

- ▶ Council and Council meetings were held on a regular basis and where required by COVID-19 social distancing mandates, meetings were moved online. The Council election was rescheduled from September 2020 to 4 September 2021 due to COVID-19 impacts.
- ▶ Provided Councillors with extensive induction training and ongoing development to assist them in meeting their civic and council roles and responsibilities.
- ▶ Provided monthly Councillor briefing workshops and planning policy meetings to support informed decision making.
- ▶ Utilised monthly video updates of key issues from Council meetings on Strathfield TV, a channel on YouTube or via the Council website.

- ▶ Conducted regular community engagement on major issues and projects
- ▶ Provided regular notification of Council's activities via website and social media and direct notification to residents and ratepayers on matters of direct impact such as development and planning proposals
- ▶ Maintained and updated Council's Community Panel, a group of randomly selected local residents, to provide feedback on specific issues and projects including preparation of the housing strategy and biodiversity strategy.

Goal 2- Accountable Council performance

Strategies:

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

Key actions to address goals and strategies

Undertake planning, reporting and evaluation performance and progress

- ▶ Adoption of the Community Strategic Plan 'Strathfield 2030' and annual review and preparation of Operation Plan and Budgets, Workforce Management, Asset Management Strategies and Long-Term Financial Plans.
- ▶ Production of annual statutory integrated reporting and planning reports including Annual Reports and six-monthly Delivery Program reviews
- ▶ Conducted Council Performance Surveys on an annual basis to ascertain resident views of Council performance across a wide range of services and programs.

Developed and implemented plans to drive a culture of high performance and engagement, enabling leaders to deliver and build a capable fit for purpose workforce which included:

- ▶ Implementation of Council's Enterprise Agreement moving all outdoor staff from 38 hours to 35 hours whilst facilitating a 4-day work week for most teams
- ▶ Developing succession planning by identifying the key positions within Council and detailing how that role will be appropriately filled should it become vacant

- ▶ Developed leadership programs and implemented Hogan 360 testing for Senior Managers
- ▶ Implemented EEO programs and in particular, addressed gender imbalances in organisation and increased female workers in outdoor teams and a 47% participation of female staff in management roles
- ▶ Implemented the Scout Recruitment System and recruitment video to help attract quality candidates
- ▶ Implementation of Learning Management Systems, staff training programs and support for staff study assistance.

Promote organisational culture of safety, best practice and continuous quality improvement by:

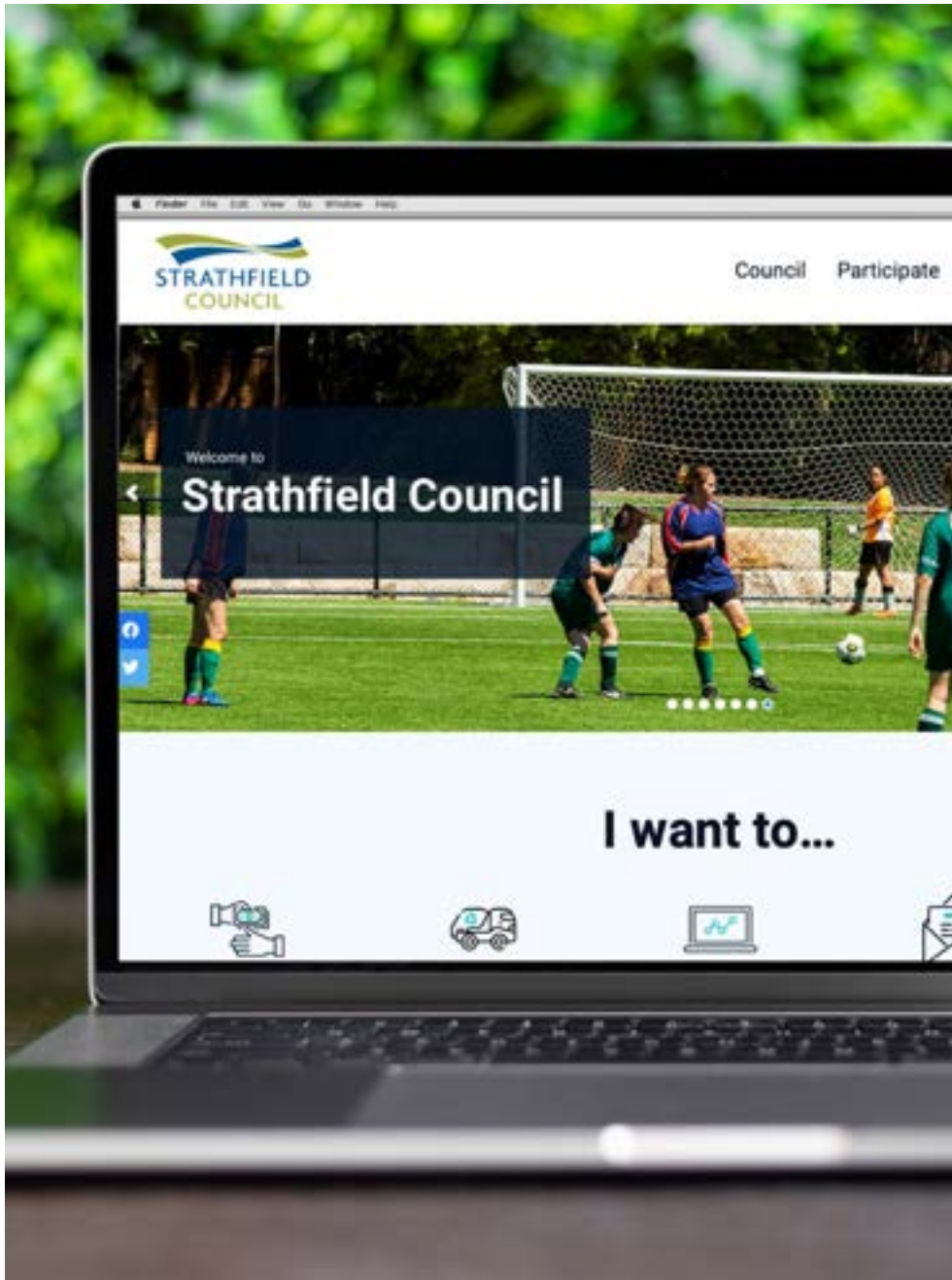
- ▶ Creation of Safe Work Method Statements for all high-risk work activities as well as training in manual handling, sharps handling, asbestos handling, chemical handling and along with other mandatory activities required by the Act.
- ▶ Implementation of Vault Reporting System for Work Health and Safety reporting
- ▶ Development of Safe Work Method Statements for high risk tasks
- ▶ Introduction of flexible workplace including weekly flexi-system and working from home arrangements
- ▶ Provided support for employees including implementation of new Employee Assistance Program, health staff exhibitions including skin cancer and health checks
- ▶ COVID-19 impacted on Council staff wellbeing and welfare due to the enforced limitations and challenges for individuals and the organisation in maintaining services to the community. Staffing arrangements were modified to accommodate social distancing in workplaces as well as supporting staff working remotely. Council delivered a safe and efficient environment for staff to work using a proactive multi-faceted approach to COVID-19 risk management.

Maintained long-term financial sustainability of Strathfield Council by:

- ▶ Delivery of surplus budgets in 2017-2018, 2018-2019 and, 2019-2020
- ▶ Maintained sustainable financial operating results and ratios, asset management, and the continued projection of long term sound financial results for the majority of the Council term, with moderate financial impact of COVID-19 in 2019-2021.
- ▶ Significant investment made in local infrastructure, which addressed and reduced asset backlogs.
- ▶ Council's financial operations and statements were audited and reviewed annually by the Auditor General of NSW.

Delivered efficient and effective Council services to the community which included:

- ▶ Provision of multiple touch points for customers including in-person counter functions, call centre and an afterhours 24/7 customer service.
- ▶ Implementation of customer response management system.
- ▶ Implementation of new corporate management systems and online booking systems for Council facilities
- ▶ Operated Audit, Risk and Improvement Committee to provide independent oversight and monitoring of Council's risk and audit processes including complaint management, fraud and corruption risk assessment



Strathfield 2040 Local Strategic Planning Statement Progress

A significant achievement of Council has been the development of Strathfield 2040, Local Strategic Planning Statement (LSPS) to align Council's land use and infrastructure planning with that of the New South Wales State Government. In particular, the LSPS supports the implementation of the Eastern City District Plan. The LSPS was written in March 2020 and was developed through engagement with stakeholders, community, government agencies and the Greater Sydney Commission.

Implementation

Strathfield 2040 establishes a 20-year land use planning vision for our Local Government Area. It commits Council to achieving 18 Planning Priorities through a series of actions. Together these will deliver local outcomes around Strathfield LGA:

- ▶ Infrastructure and collaboration
- ▶ Liveability
- ▶ Productivity
- ▶ Sustainability

Of the 115 Actions, 53 were allocated an immediate timeframe and scheduled for implementation in the first two years. Of these, 28% have been either completed or commenced. The remainder are scheduled for the 2021/2022 operational plan year.

Of those completed or commenced:

- ▶ 18% contribute towards Infrastructure and collaboration
- ▶ 39% contribute to Strathfield's Liveability
- ▶ 25% contribute to the Productivity of the LGA
- ▶ 24% work towards achieving Sustainability outcomes.





Albyn Road, Strathfield

Key achievements of the LSPS have been the:

- ▶ Development of a solid base of evidence to support the review of local planning instruments and controls including the:
 - *Strathfield Biodiversity Strategy (2019)*
 - *Strathfield Employment and Productivity Strategy for Urban Services Land (2019)*
 - *Strathfield Heritage Review (2020)*
 - *Strathfield Inclusive Housing Strategy (2020)*
 - *Strathfield Local Access and Movement Strategy (2021)*
 - *Strathfield Local Housing Strategy (2021)*
 - *Strathfield Social Infrastructure Strategy (incorporating open space) (2021)*.

Council is currently undertaking the *Strathfield Commercial Centres, Urban Design and Place Strategy (2020)*, which will include a Masterplan for the Strathfield Town Centre and:

- ▶ The review of the Strathfield Local Environmental Plan 2012 and preparation of Strathfield Local Environmental Plan 2021
- ▶ Updating of local heritage items, inventories and conservation areas
- ▶ The commencement of partnerships with State Government and neighbouring councils to collaborate on common planning issues and places
- ▶ A series of on-the ground projects which give effect to the LSPS.



ACU, Strathfield

Highlighted projects

Hudson Park

Hudson Park is a priority project for Council and is being delivered through a staged approach. In 2019 Council made a strategic decision to close the Hudson Park Golf Course permanently and develop an Urban District Park catering to diverse recreation needs and delivering a range of sustainability outcomes. Hudson Park is transforming under-utilised space into a flourishing green area for sports and passive recreation. Council has completed Stage 1 and is now proceeding with Stage 2.

Stage 1 included:

- ▶ The construction of an Amenities Facility (under construction)
- ▶ The Amazing Maze inclusive play space
- ▶ Picnic areas
- ▶ A network of pathways for cycling and walking creating a new cross LGA connection
- ▶ The Fragrant Garden passive recreation area (under construction)
- ▶ A scenic lake
- ▶ Substantial tree planting (1,440 trees in total to date).

Stage 2 builds on the work already completed and will include the delivery of:

- ▶ An outdoor amphitheatre
- ▶ A children's bicycle track and playground
- ▶ Hard court playing area including futsal, basketball and netball
- ▶ New ornamental water features
- ▶ A grass sledding slope.

Links to Strathfield 2040 Local Strategic Planning Statement

Planning Priorities:

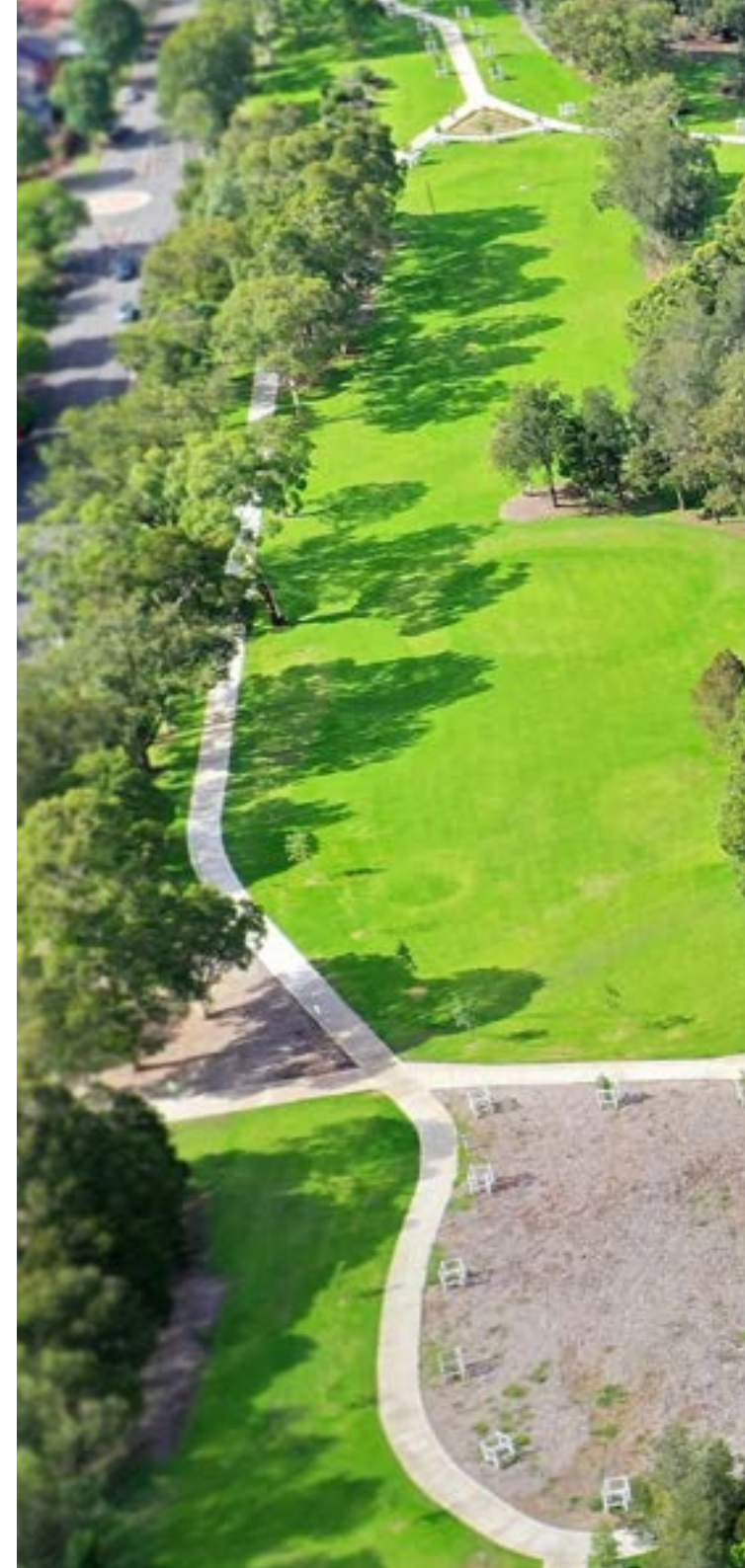
P5 - Well-located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities.

P15 - Quality open spaces and thriving green corridors offset the impacts of growth across the LGA.

Actions: A33 and A95

Links to Eastern City District Plan: E3, E4, E6, E17, E18.

Actions: A8, A9, A65, A67.





Hudson Park

Strathfield Council supports electric vehicles

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.

Lower greenhouse gas emissions and cleaner air, resulting from the elimination of exhaust pipes, benefit the natural environment and public health significantly. Greenhouse gas emissions from the transport sector are one of the leading causes of climate change (20% of total emissions for 2013-2014 in NSW were attributed to transport) and air pollution is regarded as one of the largest environmental risks to public health (health costs in Australia associated with air pollution mortality are estimated at \$11-24 billion per year). Globally, there has been a significant increase in the number of EV sales in the last decade. Australia has lagged behind, due to a lack of overarching policy direction resulting in only 0.1% of sales originating from EVs in 2016, compared to 1.1% internationally. However, in the last couple of years Australia has seen a considerable increase in attention to EVs, with government and business developing policy and infrastructure (e.g. the Senate inquiry in 2018).

In order to increase usage of EVs in the Strathfield LGA, Council has investigated and progressed with the following incentive mechanisms:

- ▶ Created priority and convenient parking for electric vehicles only
- ▶ 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).

Council has also lead by example by purchasing electric vehicle/ hybrids for its own fleet. In a joint collaboration, Council is currently working with JOLT/AUSGRID with the aim of building a large-scale network of electric vehicle charging stations across Sydney, with the first one proposed in Homebush West.

Links to Strathfield 2040 Local Strategic Planning Statement

Planning Priority: P2 - Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas.

Action: A12 - Investigate the installation of electric vehicle charging stations across the Strathfield LGA and include provisions in Council's DCP 2022 to ensure that the required infrastructure is provided in high density residential, commercial and retail development.

Links to Eastern City District Plan: E1, E2, E19.
Action: A1, A68, A69.



LSPS Implementation Immediate Actions (0-2 years) completed or commenced		
Action	Status	
A1 - Collaborate with the NSW Government to ensure that any future development uplift along the Parramatta Road Corridor and the Burwood, Strathfield, Homebush Planned Precinct is supported by infrastructure, services and provisions to facilitate the delivery of affordable housing and best practice sustainability	Commenced	Planning, Environment and Urban Services
A2 - Work collaboratively with neighbouring councils, TfNSW and the Department of Planning, Industry and Environment (DPIE) to enable the delivery of dedicated rapid public transport, active travel infrastructure and place based outcomes along the Parramatta Road Corridor and any future Sydney Metro West station at North Strathfield	Commenced	Planning, Environment and Urban Services
A5 - Work collaboratively with Burwood Council, TfNSW and the DPIE to identify opportunities for infrastructure upgrades within Strathfield Town Centre such as active travel paths, electric vehicle charging stations, energy efficient lighting, water bubblers and shade	Commenced	Planning, Environment and Urban Services People, Places and Civic Services
A10 - Review the recommendations of the Draft Strathfield Active Travel Plan to identify barriers to walking and cycling to local centres and key transport nodes and implement a program for the delivery of pedestrian and cycling infrastructure to ensure neighbourhood accessibility and a more aesthetically pleasing environment around transport infrastructure such as railway stations and bus interchanges.	Completed	Planning, Environment and Urban Services
A11 - Review the recommendations of the Draft Strathfield Active Travel Plan to identify barriers to walking and cycling to local centres and key transport nodes and implement a program for the delivery of pedestrian and cycling infrastructure to ensure neighbourhood accessibility and a more aesthetically pleasing environment around transport infrastructure such as railway stations and bus interchanges.	Commenced	Planning, Environment and Urban Services

LSPS Implementation Immediate Actions (0-2 years) completed or commenced		
Action	Status	
A31 - Prepare an Open space and Recreational Strategy to: <ul style="list-style-type: none"> • identify current and future needs • trends in sport and recreation • options for facility delivery including the utilisation of resources and the provision of recreation/ sport facilities in high-rise development through contribution plans and public benefit • recommend options to plan and design built and natural shade 	Completed	Planning, Environment and Urban Services People, Places and Civic Service
A32 - Include mechanisms in Council's <i>LEP 2021</i> to deliver public benefit for the delivery of open space and social infrastructure	Completed	Planning, Environment and Urban Services
A33 - Deliver a district level recreational facility at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and "smart" social spaces.	Commenced	Planning, Environment and Urban Services People, Places and Civic Services
A43 - Undertake a Traffic and Transport Strategy to investigate opportunities to design local streets to be low-speed, low-traffic and low-stress environments that can safely be used for cycling and walking, particularly by children	Commenced	Planning, Environment and Urban Service
A44 - Undertake a review of items of environmental heritage and heritage conservation areas as part of the preparation of LEP 2021 to ensure that significant items/groups of built heritage are retained and preserved across the LGA	Completed	Planning, Environment and Urban Service
A45 - Update inventory forms for heritage items and identify contributory buildings within heritage conservation areas to record, manage and protect their heritage values	Completed	Planning, Environment and Urban Service

LSPS Implementation Immediate Actions (0-2 years) completed or commenced		
Action	Status	
A48 - Develop and incorporate into <i>DCP 2022</i> Local Character Area Statements which are consistent with the DPIE's Local Character and Place Guideline for areas which are identified through the <i>Local Housing Study</i> as having a distinctive urban form and character and which need to be retained and protected	Commenced	Planning, Environment and Urban Service
A50 - Prepare a Local Housing Strategy that identifies mechanisms to facilitate the delivery and diversity of housing across the LGA and ensure the delivery of the short, medium and long term Eastern City District housing targets. The Strategy will develop criteria for the delivery of high and medium density across the LGA and consider options for: <ul style="list-style-type: none"> • dual occupancy development that is consistent with the streetscape character across the LGA • medium density development in the form of townhouses and terraces • high density in appropriate locations 	Completed	Planning, Environment and Urban Service
A52 - Work with DPIE to seek an exemption under the Housing Code and Low Rise Medium Density Housing Code from Local Character Areas and identify areas where the application of the Code is appropriate	Commenced	Planning, Environment and Urban Service
A53 - Investigate the incorporation of a minimum lot size into <i>LEP 2021</i> for boarding houses and dual occupancy development in the R2 – Low Density Residential Zone	Completed	Planning, Environment and Urban Service
A54 - Prepare an Inclusive Housing Strategy that identifies mechanisms (including <i>SEPP 70</i>) for the delivery of housing options across the LGA for key workers and very low, low to moderate income households along with possible areas for its provision	Completed	Planning, Environment and Urban Service
A55 - Investigate opportunities to go beyond the District Plan's target of 5 -10% of the Gross Floor Area of new development to be dedicated as affordable housing for: <ul style="list-style-type: none"> • Planned Precincts • Land identified as being within the Parramatta Road Corridor • Where there is an increase in density arising from a Planning Proposal 	Commenced	Planning, Environment and Urban Service

LSPS Implementation		
Immediate Actions (0-2 years) completed or commenced		
Action	Status	
<p>A60 - Prepare a Commercial Centre's Study that includes:</p> <ul style="list-style-type: none"> • the identification of a hierarchy of centres • a review of zoning, land uses and development standards for these centres • a review of the capacity of existing employment generating floorspace (commercial and retail) • an investigation of flexible and innovative approaches to enable the revitalisation of high streets and centres in decline • opportunities to improve urban amenity by moving some delivery and service activities off the street • requirements relating to non-residential floor space • opportunities for economic investment and improved productivity and the development of statements for each Centre which support the LSPS Vision, respect existing and future desired local character • to ensure the delivery of the Eastern City District job targets 	Commenced	<p>Planning, Environment and Urban Service</p> <p>People, Places and Civic Services</p>
A61 - For centres with cross-boundary relationships, work collaboratively with neighbouring councils to ensure effective and consistent land use controls, development standards, public domain and open space amenity, infrastructure and maintenance	Commenced	Planning, Environment and Urban Service

LSPS Implementation Immediate Actions (0-2 years) completed or commenced		
Action	Status	
<p>A64 - Work collaboratively with Burwood Council, TfNSW and key landowners to prepare a masterplan for Strathfield Town Centre to fulfil its potential and strengthen its economic role within the LGA and District. In particular to:</p> <ul style="list-style-type: none"> • capitalise on its unique offerings as a cultural centre and day/night time capacity • focus on human (fine grain) scale public place that encourages diversity and social connectivity • embrace the Centre's cultural offering • deliver diverse service/retail/dining/entertainment and commercial options • enhance the Centre's night time economy • attract and retain high quality office space • improve accessibility and facilitate walking and cycling • be sympathetic to the heritage of Strathfield Station • deliver parking that can be adapted to other future uses • provide well-designed built and natural shade 	Commenced	<p>Planning, Environment and Urban Service</p> <p>People, Places and Civic Services</p>
A70 - Work collaboratively with the NSW State Government to review the land uses within the Standard Instrument LEP in the IN1, IN2 and B7 zones	Commenced	Planning, Environment and Urban Service
<p>A71 - Prepare a local employment and productivity strategy for industrial and urban services land to:</p> <ul style="list-style-type: none"> • identify freight and servicing needs, opportunities and routes • determine how industrial zoned land and freight routes will be protected • identify commercial land with links to urban services land and fresh food retail • identify opportunities for knowledge intensive industries 	Completed	Planning, Environment and Urban Service
A73 - Review the role of the WSELP to ensure that future redevelopment (residential/mixed uses) of the Precinct takes into account existing constraints and allows for appropriate amenity outcomes consistent with the Gateway Determination issued by the DPIE 19 February 2019 and the GSC Information Note SP2018_1	Commenced	Planning, Environment and Urban Service

LSPS Implementation Immediate Actions (0-2 years) completed or commenced		
Action	Status	
A80 - Work collaboratively with Burwood Council to develop a Place Strategy (in conjunction with a Masterplan) for the Strathfield Town Centre with a focus on enhancing the Centre's food and entertainment offering (including encouraging a diversity of offering), while still providing services to meet the community's needs	Commenced	Planning, Environment and Urban Service
A85 - Prepare a Biodiversity Strategy that includes recommendations which can be implemented in LEP 2021 and DCP 2022	Completed	Planning, Environment and Urban Service
A87- Work collaboratively with members of the Parramatta River Catchment Group and the Cook's River Alliance to develop whole of catchment land use policy and statutory planning mechanisms that consider cumulative impacts of development, improve water quality and public access	Commenced	Planning, Environment and Urban Service
A91 - Work collaboratively with Canterbury- Bankstown Council, as part of the Metropolitan Greenspace Program to prepare a detailed Masterplan and Implementation Strategy for the Green Grid Priority Cooks River Open Space Corridor	Commenced	Planning, Environment and Urban Service People, Places and Civic Services
A93 - Review and prepare required new plans of management for Council managed parks and reserves, particularly Coxes Creek Reserve and Mason Park Wetlands	Commenced	Office of CEO
A94 - Prepare an Open Space and Recreation Strategy that includes recommendations for the delivery of active and passive recreation across the LGA, including opportunities for the planning and delivery of new open space in conjunction with land use change and uplift and along the Parramatta Road Corridor	Completed	Planning, Environment and Urban Service

LSPS Implementation Immediate Actions (0-2 years) completed or commenced		
Action	Status	
A95 - Deliver district level open space at Hudson Park that provides for increased tree canopy, sustainable water reuse, high quality community infrastructure and smart social spaces	Commenced	People, Places and Civic Services
A100 - Work collaboratively with the NSW State Government to facilitate the planting of trees along major road corridors where possible, including Parramatta Road	Commenced	Planning, Environment and Urban Service
A114 - Using appropriate language and mechanisms communicate to our diverse and evolving community Council's progress on the implementation of the LSPS	Commenced	Planning, Environment and Urban Service Office of the CEO
A115 - Engage our diverse and evolving community on future reviews of the LSPS using appropriate and targeted engagement methods	Commenced	Planning, Environment and Urban Service



Strathfield Library

Progress of CSP to Strathfield 2030





Spring Festival

Progress of CSP to Strathfield 2030

A vision was adopted in the Community Strategic Plan 'Strathfield 2030' that describes the community's long-term aspirations for the future of the Strathfield Local Government Area:

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

To assess the progress of Strathfield 2030, a broad base of performance measurements were used which include evaluation of the effectiveness of projects and ongoing programs, internally and externally derived statistics, surveys and consultations. When these performance measures are assessed against the QBL framework (social, economic, environmental and civic leadership), a broader picture can be formed as to the sustainability of the Strathfield area as a whole. This section provides an update of Council's performance and progress in implementing Strathfield 2030 and reported against the QBL framework.



Spring Festival

Social

Strathfield Council has a total area of about 14 km². Over this Council term, the estimated residential population (ERP) of the Strathfield district increased from 43,852 (2017) to 47,767 (2020), this represents an increase of about 9%, one of the largest population increases in NSW. The impact of COVID-19 in 2020 slowed the rate of population growth from 4% in 2018-2019 to 1.9% in 2019-2020. However, the population trajectory supports continued growth. There are 16,521 rateable residential properties in the Strathfield LGA (CSP 2021-2022).

In 2019, the NSW Government Population projections for the Strathfield LGA were revised and increased resulting in projected growth by 2041 of over 80,000 people and over 31,000 dwellings in the Strathfield Council area (NSW Department of Planning 2019).

Social Demographics

POPULATION



47,767

Up 8.8% from 2017
(ABS ERP 2020)

AGE



31%

Aged less than 24 years

(ABS 3235.0 Regional Population by age and sex 2020)



12%

Aged more than 65+ years

(ABS 3235.0 Regional Population by age and sex 2020)

**32.4
years**

Median Age

(ABS 3235.0 Regional Population by Age and Sex 2020)

CULTURE & LANGUAGE



64%

Other language spoken

(ABS Census 2016)



56%

Residents born overseas

(ABS Census 2016)



80% of Strathfield residents rated community acceptance of diversity as excellent or good

(Council performance survey 2020)

34 HECTARES PER RESIDENT
persons per hectare
of open space

Financial year	Estimate Resident Population (ERP)		% change	LGA density (persons/km ²)
	As at 30 June	Number change		
2017-2018	45110	1291	2.9%	3224.3
2018-2019	46896	1818	4%	3351.6
2019-2020	47767	871	1.9%	3411.7

Table - ABS Regional Population Growth 2018-2020

The population growth is primarily in response to the increase of housing supply in the form of new unit developments located near major transport hubs and along Parramatta Road in the north and Liverpool Road at south. The effects of migration and particularly settlement of new migrants also contributes to the increased population. As a result of population growth, density of persons per km² has increased to 3411.7km² in 2020 from 3224.3km² in 2017. However, in comparison to neighbouring Councils such as Burwood (5733.1km² in 2020), Strathfield LGA has lower density.

Over the Council term, the source of new populations in Strathfield LGA were primarily from overseas migration. Strathfield LGA is a destination for overseas migration settlement and the LGA has a large overseas born population. The 2016 Census records the largest areas, excluding Australian born, at 20.3% born in North-East Asia (China, Hong Kong, Korea) and 18.3% from Southern and Central Asia (India, Nepal, Sri Lanka).

However, internal migration (movement to other areas in Australia) showed a net loss due to relocation of residents from Strathfield to other areas, likely due to high cost of property. As the 2016 Census indicated that housing tenure is increasingly in the form of rental property particularly around the town centres of Homebush, Homebush West and Strathfield and that rental accommodation accounts for 50% of the Homebush West suburb. These factors have resulted in an increasing portion of the local population being highly transitional.

The natural increase in population due to births is relatively low at <400 per year. The fertility rate for Strathfield LGA in 2018 was 1.37, which declined from 1.57 in 2014. The median age of the LGA was 32.4 years (2019) against the Australian median of 36.6 (2019). The death in rate in the LGA was 3.6 (2018) which is less than the national rate of 5.3 (2018) likely reflecting a comparative larger population of younger persons in the LGA. The table shows the component changes in the Strathfield population from 2017-2020.

Financial year	Natural increase (births)	Net internal migration	Net overseas migration
2017-2018	397	-608	1502
2018-2019	323	-28	1521
2019-2020	367	-524	1028

Table - ABS Regional Population Growth 2018-2020

Strathfield LGA Population – variation in age profiles 2016-2020 (ERP)

Population in the age categories of 20-29 and 30-39 years are increasingly the largest population groups in the Strathfield LGA, which is significantly larger than Greater Sydney. These trends are likely to be in response to increased housing supply close to transport hubs in the form of medium to high-rise unit developments.

The last Census (2016) indicates that the primary household structure in Strathfield LGA is couples with children totalling 37.5%, which is higher than the Greater Sydney area rate of 35.3%. 7.6% of households are group households which is higher than the Greater Sydney rate of 4.5% which is likely a result of younger populations of non-family members sharing accommodation.

During the Council term, the resident age profile changed slightly. There are continuing increases in the 24-39 years and over 60 years categories as portion of population, with numerical increases of 2,302 and 790 respectively. Consequently, other age groups are smaller portions of the population, however in the 15-19 and 50-54 years small numbers of population have declined.

Age profile	2016 (ERP)	2019 (ERP)	LGA Trend	Greater Sydney 2019 (ERP)	Population change (persons)	2019 population (ERP)
0-4 years	5.9%	5.6%	▼0.3%	6.3%	+102	2,613
5-9 years	4.9%	4.8%	▼0.1%	6.3%	+147	2,231
10-14 years	4.7%	4.4%	▼0.3%	5.9%	+88	2,065
15-19 years	6.1%	5.4%	▼0.7%	5.8%	-47	2,546
20-24 years	9.8%	10.6%	▲0.8%	7.5%	+784	4,953
25-29 years	12.8%	13.7%	▲0.9%	8.5%	+992	6,416
30-34 years	10.6%	11.1%	▲0.6%	8.3%	+714	5,204
35-39 years	7.2%	7.8%	▲0.6%	7.7%	+596	3,639
40-44 years	5.7%	5.4%	▲0.3%	6.6%	+108	2,545
45-49 years	5.6%	5.1%	▼0.5%	6.6%	+26	2,386
50-54 years	5.8%	5.1%	▼0.7%	5.8%	-62	2,393
55-59 years	5.3%	4.8%	▼0.5%	5.7%	+11	2,248
60-64 years	4.3%	4.4%	▲0.1%	4.9%	+262	2,069
65-69 years	3.3%	3.4%	▲0.1%	4.2%	+198	1,612
70-74 years	2.5%	2.6%	▲0.1%	3.6%	+158	1,239
75-79 years	2.1%	2.1%	Stable	2.5%	+116	1,002
80-84 years	1.6%	1.7%	▲0.1%	1.8%	+113	800
85 years +	1.8%	2.1%	▲0.3%	1.9%	+205	965
			Totals		-109	46,926

Table - ABS Regional Population by age and sex 2020

Age category – by group

Age category	2016 (ERP)	2020 (ERP)	% changes	Numerical difference	Population (ERP 2019)
Infants (0-4)	5.9%	5.6%	▼ 0.3%	102	2,613
Children (5-14)	9.6%	9.2%	▼ 0.4%	102	4,296
Youth (15-24)	15.9%	16%	▲ 0.1%	204	7,499
Young workers (25-39)	30.6%	27.20%	▲ 2%	408	14,408
Workers (40-54)	17.1%	15.6%	▼ 1.5%	816	7,324
Older workers (55-64)	9.6%	9.2%	▼ 0.4%	273	4,317
Adults 65+	11.3%	11.9%	▲ 0.6%	790	5,618
				Total	46,075

Table – ABS Regional Population by age and sex 2020

Age Profiles in Strathfield LGA 2016-2019

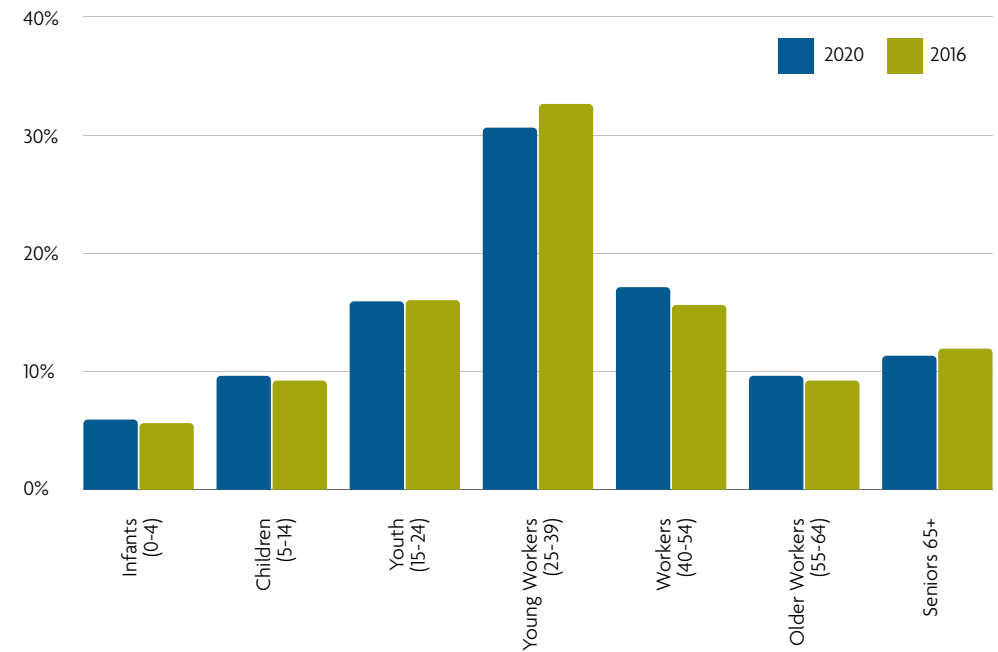
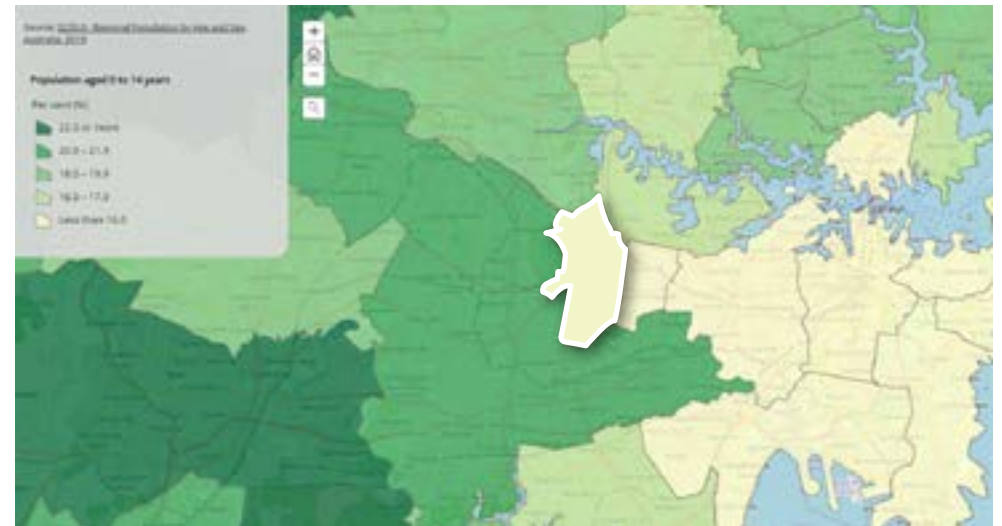


Chart – ABS population 2020



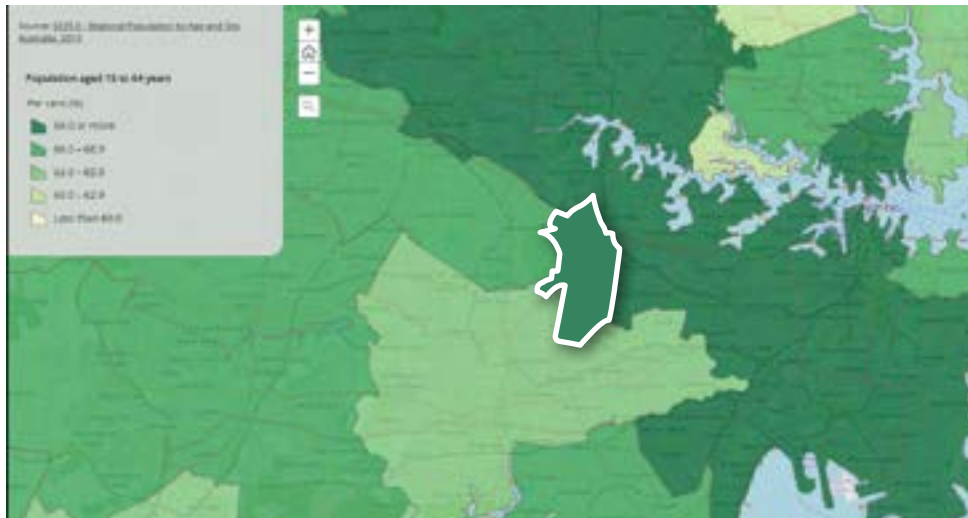
The following maps show the distribution of population in the categories of aged 0-14 years, 15-64 years and over 65 years in the Sydney Metro area based on 2019 ABS Regional Population estimates.

The map below indicates that Strathfield LGA has less than 16% in the 0-14 years category, which is similar to the Inner West and Eastern Suburbs of Sydney. The higher proportions of children and young teens are located in the west, south and northern areas of Sydney.



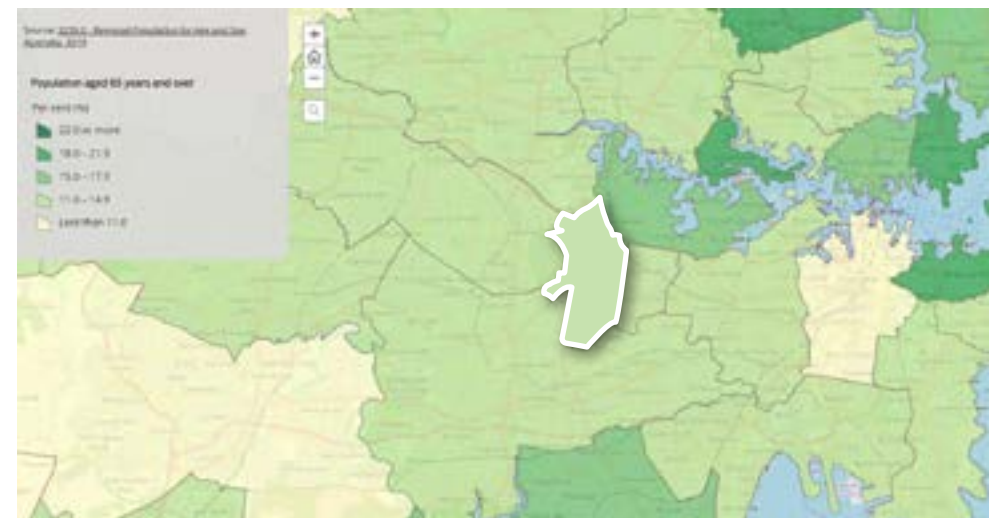
ABS Regional Population 2019 - 0-14 years

The map below indicates that Strathfield LGA has more than 69% of persons in the 15-64 years, which is similar to the Inner West, most of the Eastern Suburbs, Parramatta, Hills district, Ryde and North Sydney. There are lower proportions in the west, south and northern beaches of Sydney.



ABS Regional Population 2019 - 15-64 years

The map below indicates that Strathfield LGA has 11-14.9% of population in the over 65 years category, which is similar to the most of the Inner West, Eastern Suburbs and Western Suburbs of Sydney.



ABS Regional Population 2019 - 65 years +

A Safe Community



80%

ACCEPTANCE OF COMMUNITY DIVERSITY
80% of residents rated community acceptance of diversity as excellent or good (▲73% in 2018)



SAFE IN SUBURBS
80% of residents rated safety in their suburb as excellent or good (▲72% from 2018)



FEEL SAFE IN YOUR STREET
68% of residents rated feeling safe in their street as excellent or good (▲68% from 2018)



SAFE ON LOCAL TRANSPORT
86% residents rated safety in their suburb as excellent or good (▲81% from 2018)



CONTROL OF GRAFFITI AND VANDALISM
69% of residents rated control of graffiti and vandalism as excellent or good (▲65% from 2018)



Strathfield at Night

Social cohesion

Community cohesion and acceptance of diversity creates a sense of belonging by promoting trust, inclusion and wellbeing of all members in a community. The Strathfield LGA is culturally diverse with about 56% of residents born overseas compared to 37% for the Greater Sydney Area. About 64% of residents speak a language other than English at home. The main places of birth include India, China, South Korea and Sri Lanka and the primary ancestries of local residents include China, India, Korea, England and Australia.

Council's strategies and actions are in response to the key issue statement of 'achieving a socially cohesive and connected community with a sense of belonging', and 'sense of belonging and civic pride through identity, culture, events and shared places'. Specific actions relating to community programs in the priority area of Community Wellbeing but all priority areas contain actions that contribute to social cohesion and community diversity.

In annual community surveys, local residents consider Strathfield LGA to be highly accepting of diverse communities with a 73% excellent to good rating (2018 with an overall favourable rating of 95%) and 80% (2020 with an overall favourable rating of 96%). This rating increased slightly over the current Council term.

Community Safety

Feeling safe is important to the liveability of an area. Feeling safe is a broad concept and involves perceptions of safety in different places (home, street, public transport) as well as perception of condition of local environment such as control of vandalism and graffiti, which can affect the community's perceptions of safe public areas. Council's community safety initiatives, strategies and actions are in response to the key issue statement of 'Strathfield is a safe place to live and work' and actions are set out and report under the priority area of Community Wellbeing. Based on annual community surveys, the majority of residents consider Strathfield LGA to be a safe community, with good to high ratings on issues such as safety on public transport in the Council area, within their local streets or suburb and the control of graffiti and vandalism

Council's survey results are supported by official crime offence data in the Strathfield LGA. The NSW Government Bureau of Crime Statistics and Research (BOSCAR) collects statistics and reports on criminal offences and incidents occurring at the local government area level.

The five year trend (2016-2021) for Strathfield LGA indicates the majority of offences are either stable or reducing in the numbers of offences. The highest rates of incidents reported (based on rate per 100,000 population) includes fraud, other theft, malicious damage to property, domestic violence related assault and intimidation, stalking and harassment. Stealing from retail store and intimidation, stalking and harassment has recorded trend increases over the last five years, however the ranking in NSW for both offences is low (listed 50 and 100 respectively in comparison to other LGAs).

There are also many offences that show significant decreases in the rate of incidents over the past five years. These include break and enter non dwelling rate down 21.2% per year, steal from motor vehicle rate down 17.7% per year, malicious damage to property down 16.7% per year and break and enter dwelling rate down 16% per year. This is shown in the below graph.

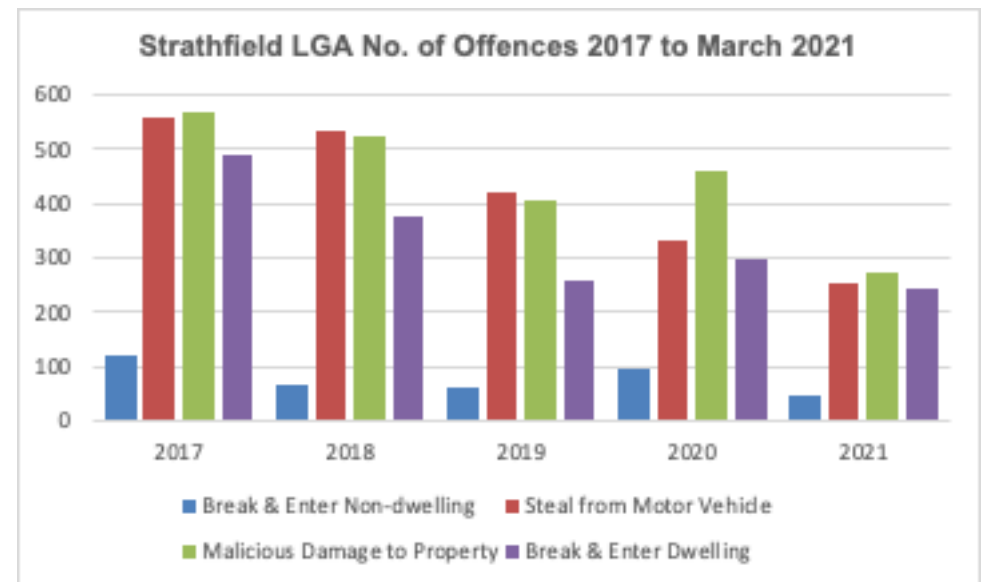


Chart – Number of Offences in Strathfield LGA 2017-2021 Bureau of Crime Statistics and Research NSW 2021.

Council's Community Safety Plan identifies actions to address the highest ranked offences in the LGA and works in collaboration with the local Police to improve community safety. Council takes action to improve the safety of public areas, runs a 24/7 day/night ranger service and has installed CCTV surveillance in town centres and other key 'hot spots'

Economic

Strathfield LGA is an important location for economic activity in Sydney. The LGA is centrally located in Sydney with highly connected rail, bus and road systems and has significant areas of industrial land, major employers and leading public and private schools, as well as access to tertiary institutions such as the Australian Catholic University, University of Sydney (Facility of Health Sciences) and TAFE Western Sydney Institute. The LGA has a large worker population with high levels of education and skills.

Economic Indicators



LOCAL JOBS

40,676

(ABS 2020)



LOCAL BUSINESSES

6,525

in Strathfield LGA
(ABS 2020)



GRP

\$4.11b

(↓ \$3.7 Billion in 2016) (ABS 2020)

LARGEST EMPLOYMENT SECTORS

Transport, postal and warehousing, retail trade, wholesale trade, construction, education and training

73.3%

WORKING AGE POPULATION

73.3% of Strathfield's population are of working age compared to 65.4% of Australian population (ABS 2020)



TRANSPORT CONNECTIONS

81% of residents rate Strathfield's overall transport connectedness as excellent or good. (ABS 2020)



RAIL SERVICES

87%

87% of residents rated rail services in the Strathfield area as excellent or good (ABS 2020)

61%

SKILLED WORKFORCE

61% of Strathfield's resident workers have a tertiary qualification (ABS 2020)



SPORTSGROUNDS

82%

82% of residents rated quality and sportsgrounds as excellent or good



PLAYGROUNDS

87%

87% of residents rated quality and condition of children's playgrounds as excellent or good

12%

RESIDENT WORKERS

12% of Strathfield's resident workers have a tertiary qualification (ABS 2020)

The area features a highly educated, professional and diverse local workforce. Census 2016 indicates that the local population are employed as professionals (31.9%), clerical (13.9%), managers (11.6%) and technicians and trades (10.4%).

The estimated Gross Regional Product (GRP) measures the size or net wealth generated by the local economy. The GRP of Strathfield LGA in 2020 was \$4.11 billion. The area's largest industries include transport, postal and warehousing, retail trade, wholesale trade, construction, and education and training. The largest employing businesses in Strathfield LGA (ABS 2020) are construction (980), rental, hiring and real estate services (1,038), transport, postal and warehouses (747), professional, scientific and tech services (657), health care and social assistance (578) and financial and insurance services (556).

There are 40,676 jobs in Strathfield LGA and 6,525 businesses (ABS 2020). Of these businesses, 4,245 are non-employing with 1,634 employing 1-4 employees, 485 employing 5-19 employees and 162 employing 20 or more employees (ABS 2020). In comparison, Burwood Council has 5,171 businesses and 33,620 jobs (ABS 2020).

Unemployment rates in Strathfield LGA 2017-2020

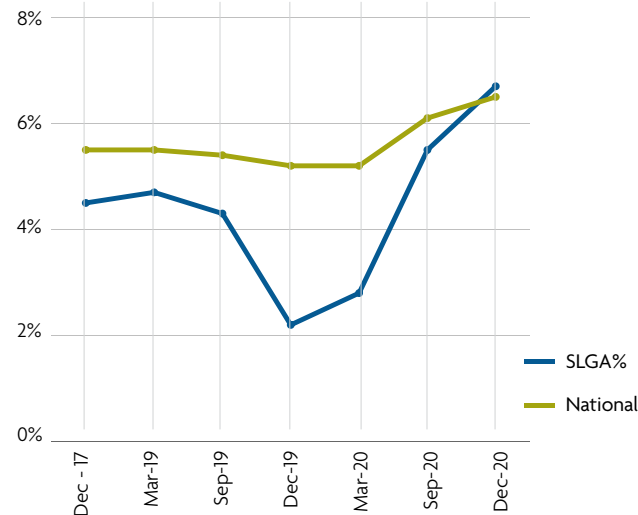


Figure 6 Unemployment rates in Strathfield LGA 2017-2020. Source ABS

From 2017-2019, a total of 3,460 new businesses were established in the Strathfield LGA, with 2,479 exiting, resulting in 981 new businesses established in this period.

73.3% of the Strathfield LGA are of working age compared to 65.4% of the Australian population. The area features a highly educated, professional and diverse local workforce. Census 2016 indicates that the local population are employed as professionals (31.9%), clerical (13.9%), managers (11.6%) and technicians and trades (10.4%).

Unemployment of local residents in the Strathfield LGA is generally lower than the national average. Unemployment rose in 2020 across the Australian economy and in the Strathfield LGA in response to COVID-19 measures in 2020. The Strathfield LGA population has high levels of education. Census 2016 reported that 72.2% completed Year 12 compared to 51.9% of the Australian population. Of this, 64.6% possess a non-school qualification, 25.5% at degree level and 10.9% with postgraduate qualifications. Fields of study include, 25.55% management and commerce, 10.3% health, 9.7% society and culture, 11.9% engineering and related technologies and 8.8% in information technology.

Accessibility of transport

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 include 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.

The 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. The average daily entry/exit counts of Strathfield Station is about 25,000 persons. This declined due to COVID-19 measures to about 7,500 persons per day in March 2020 and rising to 14,000 per day in September 2020. Flemington Station pre-COVID average was around 5,000 entries and exits per day reducing to around 3,000 per day in September 2020. Homebush Station averaged around 3,500-3,700 entries and exits per day, reducing to 1,700-1,900 in September 2020.

The most recent household travel survey for Strathfield LGA was released in 2018-19. Data indicates that the highest amount of trips were for the purposes of commuting (23.1%), education/childcare (22.6%) and shopping (20.8%). Of that, 37% of all trips involved walking to and from other forms of transport with 18.2% by train, 16% walk only and 5.5% by bus. The residual involved vehicles as driver or passenger.

Trip Purpose	Percentage by trips	Percentage by distance	Average trip distance (km)	Average journey time (mins)
Commute	23.1	45.8	15.9	46.7
Education/childcare	22.6	19.7	7	30.1
Other	0.8	0.1	1.4	7.4
Personal business	1.5	0.5	2.7	19.2
Serve passenger	15.4	7.4	3.8	20.2
Shopping	20.8	8.5	3.3	17.6
Social/recreation	12.1	8.9	5.9	23.6
Work related business	3.8	9.2	19.4	42.1

Table 5 2018/19 Purpose of trip Strathfield LGA data (based on household travel survey)

Mode	Percentage by trips	Percentage by distance	Average trip distance (km)	Average journey time (mins)
Walk Linked	37	4.8	0.6	7
Train	18.2	47.3	11.9	22.2
Walk Only	16	2.4	0.7	10
Vehicle Driver	15.4	27.5	8.1	26.6
Vehicle Passenger	7.9	11.7	6.8	21.2
Bus	5.5	6.2	5.1	17.5

Table 6 2018/19 Mode of transport Strathfield LGA data (based on household travel survey)

During this Council term, the amount of vehicle registrations increased from 20,737 in 2017 to 22,218 in 2020, resulting in a ratio of 1 vehicle per 2.15 persons. Of these, about 50% are aged under 10 years (10,994 vehicles in 2020), the majority are petrol (21,298) with only 35 electrical vehicles registered. In order to increase usage of EVs in the Strathfield LGA, Council has investigated and progressed with the following incentive mechanisms:

- ▶ Created priority and convenient parking for electric vehicles only
- ▶ 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).

There was also substantial increase in motor cycle registrations in the LGA from 559 (2017) to 799 (2019), an increase of 42%, and light commercial vehicle registrations from 2,506 (2017) to 3,392 (2019), an increase of 35%.

Accessibility of transport for the Strathfield Council area

From 2017-2019, there were a total of 556 vehicle crashes in the Strathfield LGA. This involved 5 deaths, 83 serious injuries, 149 persons with moderate injuries and 172 minor/other injury. 147 accidents occurred without casualties (Transport for NSW Crash data 2019).

Despite a generally good public transport system, many parts of the LGA have difficulties connecting to key locations and transport hubs due to unreliable bus connections. To address this problem, Council launched the Strathfield Connector Bus in 2019 to increase transport connectivity, ease local traffic congestion and parking demand at key sites such as rail stations, major parks, community facilities and shops. The two routes service the central and north of Strathfield LGA and the central and southern part of Strathfield LGA. As at 31 May 2021, these buses have carried over 140,000 passengers.

Based on results of community surveys, residents consider that Strathfield is a highly connected area for transport with good to excellent services. Most excellent-good ratings concerning transport have increased over the Council term especially rail services, major roads and bus services. Initiatives concerning transport access are in response to the key issue statement of 'All areas of Strathfield are accessible and connected by transport networks'. Actions are reported under the Connectivity Priority Area.



OVERALL CONNECTEDNESS OF TRANSPORT

81%

of residents rated overall connectedness of transport in Strathfield area as excellent or good
(▲78% in 2018)



RAIL SERVICES

87%

of residents rated rail services in the Strathfield area as excellent or good
(▲76% from 2018)



BUS SERVICES

73%

of residents rated local bus services in Strathfield area as excellent or good
(▲65% in 2018)



LOCAL ROADS INSIDE THE STRATHFIELD COUNCIL AREA

57% of residents rated local roads inside Strathfield area as excellent or good (64% from 2018)



CONNECTIONS TO MAJOR ROADS GOING OUTSIDE OF STRATHFIELD

75% of residents rated connections to major roads going outside Strathfield as excellent or good (▲62% from 2018)

Sources: Council Performance Survey 2020

Sources: ABS Census 2016, ABS Regional and Population Statistics 2019 & 2020; and Council Performance Survey 2020.

Condition of Infrastructure

Access to quality local infrastructure is a key community priority in the Strathfield Council area and Council has responded with significant increases in infrastructure renewal and maintenance to reduce backlogs and deliver sustainable infrastructure across all areas in the Council area. Initiatives concerning infrastructure in the strategic and operational plans are respond to the key issue statement of 'Population growth is supported by planned and high quality infrastructure and services'. Actions concerning infrastructure works and projects is contained in the Connectivity Priority Area.

Over this Council term, a significant number of roads, footpaths, drainage, kerbs and gutters were renewed or upgraded in all areas of Strathfield Council totalling \$60 million was expended on new infrastructure, renewal and/or upgrades. Over \$40 million was spent on playgrounds, parks, sportsfields and recreation facilities were upgraded throughout the LGA. Community and Council buildings were also upgraded or renewed at cost of over \$13 million including upgrade of the Strathfield Library and Innovation Hub and the new community centre built in Homebush West.

Condition of Infrastructure

INFRASTRUCTURE CAPITAL WORKS 2017-2020

\$60m

Spent on new and renewed community infrastructure (2017-2020)

\$40m

Spent on parks, sportsgrounds and recreation facilities (2017-2020)

\$13m

Spent on buildings, library and community centres (2017-2020)

Sources: Council Financial Statements 2017-2020 and Council Performance Survey 2020



PLAYGROUNDS

87%

of residents rated quality and condition of children's playgrounds as excellent or good (▲85% in 2018)



LIBRARY BUILDINGS

90%

of residents rated quality of library buildings as excellent or good (▲86% in 2018)



SPORTSGROUNDS

82%

of residents rated quality and condition of sportsgrounds as excellent or good (▲79% in 2018)



COMMUNITY CENTRES/HALLS

69%

of residents rated quality and condition of community centres or halls as excellent or good (▲65% in 2018)

69%

TOWN CENTRES

of residents agreed with the statement That Strathfield's Town Centres are engaging places (▼74% in 2018)



QUALITY AND CONDITION OF ROADS

61% of residents rated quality and condition of roads as excellent or good (↔ 61% in 2018)



QUALITY AND CONDITION OF KERBS, GUTTERS AND DRAINAGE

58% of residents rated quality of recent and new development as excellent or good (▲ 59% in 2018)



QUALITY AND CONDITION OF FOOTPATHS

54% of residents rated quality and condition of footpaths as excellent or good (▲ 50% in 2018)



QUALITY AND CONDITION OF CYCLEWAYS

66% of residents rated quality and condition of cycleways as excellent or good (▲ 62% in 2018)

Sources: Council Financial Statements 2017-2020 and Council Performance Survey 2020.

Based on community surveys held annually, residents consider the quality and condition of infrastructure in Strathfield LGA to be of a generally high standard. The highest ratings were for playgrounds, library and sportsgrounds, all receiving an excellent-good rating of over 80% with community centres/halls rating 60%-70% as excellent-good.

While community rated transport and drainage infrastructure less favourably, most ratings are stable without significant changes over the period. During the Council term, a significant investment was made in addressing infrastructure backlogs to meet the community standard of satisfactory or above for local infrastructure during the Council term. Over \$18 million was spent on roads, bridges, footpaths and drainage across all areas of the LGA from 2018-2020.

Engaging town centres

Town and shopping centres in the Strathfield LGA are generally located near transport and provide a range of services and food (including restaurants and cafes) to the local community and are operated by private businesses. These centres provide opportunities for people to meet and socialise. Initiatives concerning town centres are in response to the key issue statement of 'Strathfield has sense of belonging and civic pride through identity, culture, events and shared places'. Actions are reported in the Priority Area of Civic Pride and Place Management.

Based on community surveys taken annually, residents have a generally favourable view of the town centres in Strathfield LGA. Activating engaging public places was an important area of Council service delivery during this Council term. Homebush West shopping centre was upgraded including improvements to the appearance, traffic flow and parking on Henley Road. The Homebush Town Centre commenced upgrades to its street appearance upgrades in 2021 and implemented new traffic controls to improve traffic flow, safety and creating additional parking on Burlington Road. A streetscape upgrade occurred at Enfield shopping centre at the crossways of The Boulevard and Liverpool Road. Plans were prepared for upgrades to Strathfield South Town Centre for the 2021-2022 financial year.

Civic Leadership

Civic leadership involves effective leadership and good governance frameworks that deliver the infrastructure, services and regulation prioritised through community engagement. Planning and implementation involves working in partnership with the community, other councils and the State Government.

Council performance and customer service satisfaction

Council's overall performance is rated by the independent community survey which is conducted annually asking the question 'Considering everything that Strathfield Council is trying to achieve and the services it delivers to its residents and businesses, how would you rate Council's performance?' In the three surveys conducted during the Council term, Council's overall performance ratings were fairly consistent. In 2020, 95% considered Council's performance to be Excellent-Good at 67% with only 5% considering it to be poor. There is a slight increase from the Excellent-Good of 61% rating in 2018.

Initiatives concerning Council Customer Services respond to the key issue statements of 'Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community'. Customer Service is reported under the Priority Area of Responsible Leadership. Based on independent community surveys, Council's Customer Service improved its rating with local residents over the Council term.

During the Council term, Council embarked on an organisation-wide Customer Improvement Program to improve customer service levels with an enhanced customer focus. Project processes were streamlined, consistency of service and responsiveness enhanced and a 'one-stop shop' focusing on creating memorable customer experiences was introduced. Council added a number of bio-security measures to continue delivery of services during the COVID-19 pandemic through multiple channels including face-to-face.

Council Performance and Customer Service Satisfaction



COUNCIL'S OVERALL PERFORMANCE

67% of residents rated Council's overall performance as excellent or good (▲61% in 2018)



COUNCIL CUSTOMER SERVICE

65% of residents rated Council's customer service as excellent or good (▲51% in 2018)

Sources: Council Financial Statements 2017-2020 and Council Performance Survey 2020.

Communication and Information Access



COUNCIL'S E-NEWS

69%

of residents rated Council's e-News (weekly email newsletter) as excellent or good (▲64% in 2018)



COUNCIL'S WEBSITE

72%

of residents rated Council's website as a source of Council and community information as excellent or good (▲70% in 2018)



SOCIAL MEDIA

53%

of residents rated Social media eg Facebook and Twitter as a source of Council and community information as excellent or good (▼59% in 2018)

Communication and information access

Communications and information dissemination is increasingly complex in a rapidly changing landscape, which balances traditional styles of communication with utilisation of digital technologies and social media to an increasingly diverse community.

Local papers had historically provided Council notifications and local news reporting, however with cessation of printing in 2020 Council's notifications primarily moved to digital platforms such as website, social media and the weekly Strathfield e-News, an email newsletter. However the demand for print communications exists alongside demands for content on digital platforms as well as requirements to include members of the community who have poor or no English language skills or those with disabilities. Strategies, goals and operational actions are in response to the key issue statement of 'Strathfield has sense of belonging and civic pride through identity, culture, events and shared places'. Communications is reported in the Connectivity Priority Area.

Regular independent community surveys were conducted during the Council term, asking respondents to comment on the different communication types include Council's e-News, Council's website and social media as source of Council and community information.

In this term of Council, communications methods expanded to incorporate additional social media products, access to online meetings and greater use of videos for instructional use or information updates as well as more multi-language content and disability access improvements to the website.

Financial Performance

Initiatives concerning financial sustainability are in response to the key issue statement of 'Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community'. Measures are sourced from Council's audited financial statements. The most recent audited statement was 2019-2020.

Council is in a strong and sustainable financial position declaring surpluses in all financial years of the Council term. With the exception of 2019-2020, which was impacted by COVID-19, Council has met all NSW Government financial benchmarks. Strong management of expenditure and maximisation of revenue has continued to ensure that Council remains financially sustainable.

Council audited statements declared operating surpluses of \$11.314M (2017-2018), \$7.347M (2018-2019) and \$7.559M (2019-2020).

Criteria	2017-2018	2018-2019	2019-2020
Total asset value of Strathfield Council (less liabilities)	\$401M	\$409M	\$498M
Total Income	\$50.84M	\$48.62M	\$51.02M
Total Expenditure	\$39.53M	\$41.28M	\$43.46M
Net operating results from continuing operations	\$11.314M (surplus)	\$7.34M (surplus)	\$7.559M (surplus)
Borrowings	0%	0%	0%

Reporting against NSW financial benchmarks

Measure	Benchmark (NSW Govt)	2017-2018 (restated)	2018-2019	2019-2020
Net Debt as % of total revenue		0	0	0
Operating performance ratio > 0%	> 0%	5.2%	6.8%	-0.55%
Expenditure on asset maintenance (benchmark ratio > 1.00x)	1.00x	1.03	1.00	-0.81
Own source operating revenue (benchmark ratio > 60%)	>60%	71.8%	79.3%	76.71%
Unrestricted Current Ratio (benchmark ratio >1.50)	>1.50	3.58	3.24	3.64x
Infrastructure backlog (\$M) as a percentage of total infrastructure assets (benchmark ratio <2%)	<2%	1.18	0.25	0.58x
Outstanding rates and annual charges (benchmark <5%)	<5%	2.20	2.40	3.36%
Infrastructure Renewal Ratio (benchmark >=100%)	>=100%	373.1	320.8	237.19%

Table 7 Financial performance of Council against NSW Government benchmarks.
Source: Annual Financial Statements



Inclusion in Council decision making.

Efforts to include the community in Council decision range from notifications of issues with direct impact such as development proposals to engaging the community through greater engagement via surveys, focus groups and participation in meetings to consider major proposals, plans or strategies. Initiatives concerning inclusion in decision making is in response to the key issue statements of 'Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community'.

Local residents rate Council's efforts to notify and include the community in decision making at a high level, based on results of independent community surveys. Over the last council term Council has focused on improving community notifications and engagement. Examples of actions include upgrading the 'Have your Say' section on the Council website to notify proposals for community comment, utilising Council's Community Panel to seek resident views on proposals or policies and adopting a new Community Participation Plan for land-use planning.

Quality of Council's services

Regular community surveys were conducted during the Council terms and asked the respondent to comment on the quality of Council services, which included specific services such as library and waste and those services provided to various demographic groups such as children, seniors etc. Initiatives concerning quality of Council's services respond to the key issue statements 'Strathfield has facilities and programs to support the diverse need of the community'. In terms of specific services or areas of council activity (eg natural environment), the results were fairly stable over this period. Services which affected specific demographic groups were reasonably consistent over the Council term, except women which increased by 10% over the period.

Inclusion in Council Decision Making



GIVE THE COMMUNITY A SAY

79%

of residents rated Council's efforts to give the community a say on issues that affect them as very well to fairly well (▼80% in 2018)



KEEP THE COMMUNITY INFORMED

83%

of residents rated Council's efforts to keep the community informed as very well to fairly well (▼84% in 2018)

Quality of Council's Services



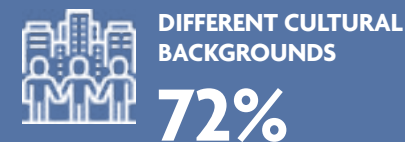
of residents rated protection of well-established household waste and rubbish services as excellent or good (▼76% in 2018)



SERVICES FOR CHILDREN UNDER SCHOOL AGE
71% of residents rated services for children under school age as excellent or good (▼72% in 2018)



66% of residents rated services for people who do not speak English as their first language as excellent or good (▲65% in 2018)



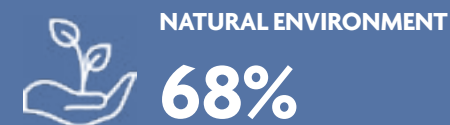
72% of residents rated services for people of different cultural backgrounds as excellent or good (▼78% in 2018)



of residents rated library services as excellent or good (▲86% in 2018)



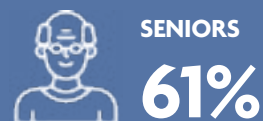
SERVICES FOR YOUNG PEOPLE
66% of residents rated services for young services as excellent or good (▲63% in 2018)



of residents rated Maintain and improve the natural environment as excellent or good (▼70% in 2018)



SERVICES FOR CHILDREN OF PRIMARY SCHOOL AGE
77% of residents rated services for young services as excellent or good (▼80% in 2018)



61% of residents rated services for older residents as excellent or good (▼62% in 2018)



72% of residents rated services for women as excellent or good (▲62% in 2018)

Environment

Environmental Indicators

The condition of built and natural environments are critical to liveability of the Strathfield LGA. Excellence in urban design and the appearance of Strathfield's neighbourhoods is important as is well-built and well-designed housing and high quality public domains. 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 area's cultural identity and healthy environment.

Approximately 9% of the Strathfield LGA is open space, which is utilised for parks, reserves and for the conservation of environmentally sensitive areas such as Mason Park wetlands and Coxs Creek Reserve. The Strathfield LGA has an overall tree canopy of 17%, though this varies in consistency across the LGA. The tree canopy includes remnant trees and vegetation as well as exotic ornamentals and the native rain forest trees on public and private property.

Strathfield's main waterways Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and 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.

Strathfield Council contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 47.8% are houses and 43.8% are medium to high density. Since the last Census, building of new multi-unit developments have continued and it is expected at the next Census, the proportion of units to houses will have increased.

From 1 July 2017 until 4 June 2021, a total of 816 development applications were determined with an estimated value of over \$1.1 billion. This includes residential, multi-unit, mixed use, commercial/retail/office, community facilities and industrial development.

Activity	2017-2018	2018-2019	2019-2020	2020-2021 (4 June 2020)
Development Applications determined	152	173	246	245
Value of Development Applications	\$212,902,288	\$187,444,643.33	\$170,369,239	\$539,263,510

Table 9 Strathfield Council determined development 2017-2021. Source: Council records

According to the latest ABS housing price data (2019), the median sale prices for the Strathfield LGA are \$2,035,000 (house) and \$640,000 (unit). Median sale prices in neighbouring LGAs in 2019 are: Burwood LGA are \$1,500,000 (house) and \$762,500 (unit) and Canada Bay LGA \$1,760,000 (house) and \$880,000 (unit). From 2017 to 2019, a total of 553 houses and 1,482 units were sold.

Environmental Indicators



57% of all housing types in the Strathfield area are units
(Census 2016)



78% reduction of power use from replacement of pre-2009 streetlights with LED



17% Tree canopy in Strathfield LGA
(NSW Planning 2019)



parks and reserves are located in Strathfield LGA



Strathfield LGA is located in the Cooks River and Parramatta River catchments



New Electrical Vehicle charging stations installed by Strathfield Council



of local food businesses scored medium to high safety compliance standards
(2020)



of residents rated Council's waste service as 'excellent' or 'good'
(Performance Survey 2020)



18 MILLION items of recyclable materials collected at Strathfield's Return and Earn



HERITAGE
65% of residents rated protection of well-established heritage buildings and areas as excellent to good
(2020)



OPEN SPACE
9% of Strathfield LGA is open space



PARKS ACCESS
85% of residents rated access to parks and reserves in Strathfield LGA as excellent or good
(2020)

Quality of built environment

Initiatives concerning quality of the built environment are in response to key issue statement of 'Strathfield urban design and development is well-planned, respects and reflects established heritage and character'. Development and planning actions are reported in the Liveable Neighbourhoods Priority Area. To meet regional and local planning priorities, Council's planning and development strategies were reviewed in this Council term resulting in the adoption of its 20 year land use strategy – the Local Strategic Planning Statement 'Strathfield 2040'. Actions taken to implement to the Local Strategic Planning Statement are outlined in Section 4 of this report. Based on independent community surveys, local residents have diverse views of the quality of the built environment rating protection of heritage significantly higher than the quality of new development and location and density of new development.



PROTECTION OF WELL-ESTABLISHED HERITAGE BUILDINGS AND AREAS

65% of residents rated protection of well-established heritage buildings and areas as excellent or good (63% in 2018)



QUALITY OF RECENT AND NEW DEVELOPMENT

46% of residents rated quality of recent and new development as excellent or good (43% in 2018)



LOCATION AND DENSITY OF RECENT AND NEW DEVELOPMENT

40% of residents rated location and density of recent and new development as excellent or good (33% in 2018)

Access to parks and open space

Based on independent community surveys, the local community rates Strathfield's parks and reserves highly. Initiatives concerning parks and open space respond to the key issue statements of 'Strathfield urban design and development is well-planned, respects and reflects established heritage and character' and 'Keep Strathfield a beautiful garden suburb'. In this Council term, significant work was done to upgrade and improve parks and reserves in Strathfield and provide new or renewed community and recreational facilities including transformation of Hudson Park and upgrade of Bressington Park, new park at Crane Street, upgraded open space at Powells Creek, four new synthetic sportsgrounds at Strathfield, Cooke and Mason Parks and new playgrounds and outdoor gyms across the Council area.



ACCESS TO PARKS AND RESERVES

85% of residents rated access to parks and reserves as excellent or good (▲83% in 2018)



SIZE OF THE PARKS AND RESERVES YOU CAN ACCESS

83% of residents rated size of parks and reserves as excellent or good (▲81% in 2018)



FACILITIES AVAILABLE IN THE PARKS AND RESERVES, LIKE SEATING AND CHILDREN'S PLAY AREAS

78% of residents rated facilities available in parks and reserves as excellent or good (▲74% in 2018)

Sources: Council Performance Survey 2020

Appearance and quality of streetscape and public areas

Based on independent community surveys, local residents have rated Strathfield's residential streetscapes and public areas to be of a good to high standard. Initiatives concerning appearance and quality of streetscape and public areas respond to the key issue statements of 'Strathfield urban design and development is well-planned, respects and reflects established heritage and character'. Over the Council term, Council has implemented upgrades and improvements to the appearance of streetscapes at shopping areas of Homebush, Homebush West and Enfield, maintained regular waste removal and cleansing of town centres, replanted street trees, responded to complaints and reports of anti-social conduct and illegal dumping, abandoned trolleys and vehicles. These initiatives and regular maintenance is aimed at maintaining well maintained streetscapes and public areas.



APPEARANCE OF PARKS AND OPEN SPACE

82% of residents rated appearance of open space and park as excellent or good (▲80% in 2018)



APPEARANCE & STYLE OF STRATHFIELD'S RESIDENTIAL STREETS

67% of residents rated appearance & style of Strathfield's residential streets as excellent or good (▲63% in 2018)



APPEARANCE & STYLE OF STRATHFIELD'S TOWN CENTRES

72% of residents rated appearance & style of Strathfield's town centres as excellent or good (▲61% in 2018)

Sources: Council Performance Survey 2020



Spring Festival

Maintenance of the local area

Maintaining high quality amenity in Strathfield was an issue of significant importance to the local community. 'Amenity' involves issues of cleanliness, urban design and streetscape, which relates to other issues such as environment, pride, social cohesion and community values, value of investment in local area (residential and business) as well as perception of relationships between community safety and crime (in form of vandalism and graffiti). Providing a clean and attractive local environment is important to the liveability of our local neighbourhoods and public areas. Clean and well maintained streets, parks and open spaces uphold and support public amenity and enjoyment of our local areas. Initiatives concerning parks and open space respond to the key issue statements of 'Strathfield is a safe place to live, work and visit'.

Annual independent surveys asked residents to rate the maintenance of Strathfield's town centres, residential streets, town centres and parks and open space. While maintenance of parks and open space was the highest rated, it was generally viewed that all areas across the Strathfield LGA surveyed were well maintained.

Maintenance of the Local Area



OPEN SPACE AND PARKS

82%

82% of residents rated maintenance and cleaning of open space and parks as excellent or good (▲76% in 2018)

72%

TOWN CENTRES

72% of residents rated maintenance and cleanliness of town centres as excellent or good (▲68% in 2018)

63%

RESIDENTIAL STREETS

63% of residents rated appearance and cleanliness of Strathfield's residential streets and areas as excellent or good (▼66% in 2018)



ROADS, FOOTPATHS & CYCLEWAYS

66%

66% of residents rated cleaning of roads, footpaths and cycleways in LGA as excellent or good (▲65% in 2018)

Sources: Council Performance Survey 2020





Strathfield Park

Waste services and landfill diversion

Waste and recycling are one of Council's largest services. These indicators measure the community's ratings of the service and the amount of waste which is diverted from landfill. Initiatives concerning waste services and diversion rates respond to the key issue statement of 'Strathfield is a safe place to live, work and visit' and are reported in the Liveable Neighbourhood Priority Area.

Council provided scheduled general, green waste and recycling to residential households, and waste and recycling services to multi-unit dwellings. Council collected over 3 million bins over this Council term. Three on-call collection services were provided annually to residential properties as well as other waste events such as Chemical Cleanouts. Based on independent community surveys, the waste service performed at a high standard, with excellent-good rating at 76% in 2020, increasing from 74% in 2018. There were improvements in waste diversion from landfill over the Council term, which rose from 31% in 2018 to 36% by 2021, a 5% improvement. The lowest levels of waste diversion are from Multi-Unit Dwellings (MUDs), in response Council focused on MUD education programs to improve diversion and contamination rates.

Waste Services and Landfill Diversion



WASTE SERVICE*

76% of residents rated quality and conditions of playgrounds as excellent or good (▲74% in 2018)



WASTE DIVERSION

36% of waste was diverted from landfill (▲31% in 2017)

Air and water quality

Initiatives concerning water and air quality are in response to key issue statement of 'Strathfield is a safe place to live, work and visit'. Air quality data is sourced from NSW Department Planning, Industry and Environment and water data from Council.

Collection of air quality data is managed by the NSW Department of Planning, Industry and Environment. Results are influenced by the levels of key air pollutants. The quality of air can affect persons with sensitivity to air pollution such as people with heart or lung condition including asthma, people over the age of 65, infants and children, and pregnant women. The results indicate the effect of events such as the bushfires in 2019 which negatively affected air quality, however reduction of traffic due to COVID-19 restrictions in 2020-2021 are likely to have resulted in the high levels of air quality very good and good days.

Year	% Very Good-Good days per year
2020-2021 ¹	92%
2019-2020	73%
2018-2019	84%
2017-2018	78%
2016-2017	83%

Table - Quality of air and water in Strathfield LGA.

Source: NSW Department Planning, Industry & Environment (Air quality).

In 2020, Council commenced monthly testing of local waterways. 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. Currently, there are insufficient samples available to report with accuracy on trends.

Open space and tree canopy

Open space enhances local character and amenity and provides access for outdoor recreation, leisure, community activities and supports active and healthy communities. Approximately 9% of the Strathfield LGA is public open space, which includes both land owned by Council and Crown Land. Open space is primarily dedicated to parks, reserves and natural areas.

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.

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 Cox's Creek Reserve (67%) and Ford Park (57%) to very low coverage of under 10% in the industrial areas of Strathfield South, Greenacre and Homebush.

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

Initiatives concerning open space and improving tree canopies are in response to key issue statements of 'Strathfield urban design and development is well-planned, respects and reflects established heritage and character' and 'Keep Strathfield a beautiful garden suburb'



Strathfield Park







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