

2022 - 2023

ANNUAL REPORT



Lorraine Street Bridge



RECOGNITION OF TRADITIONAL CUSTODIANS

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

CONTENTS

About our Annual Report	7
Community Strategic Plan	8
Our Values	9
Role Of Council	10
Message from the Mayor and General Manager	12
OUR YEAR IN REVIEW - HIGHLIGHTS	15
Our Challenges and Opportunities	29
About Strathfield Council	30
Our Community Finance Report	34
Capital Works Snapshot	42
Delivery Program Progress	46
Communicating With Our Community	48
Awards and Recognition	50
Community Events	53
Our Sustainable Environment	56
OUR GOVERNANCE	63
Democratic Governance	64
Mayor and Councillors	66
Council meetings and sub-committees	70
Engaging Our Community	74
What Our Community Thinks	76
Our Partnerships	78
Our Volunteers	82
Our Corporate Governance	84
Digital Information Management	86
OUR ORGANISATION	90
Our Executive	92
Our Profile & Staff Initiatives	94
Work, Health & Safety	96
OUR PERFORMANCE	99
Planning with Our Community	100
Meeting The Goals Of The 2022 - 2026 Delivery Program	103
STATUTORY REPORTING 2022 - 2023	145

Endorsement

This Annual Report was endorsed by resolution (284/23) by Strathfield Council on 7 November 2023.



About our Annual Report

Welcome to Strathfield Council's 2022-2023 Annual Report.

The Annual Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with the requirements of the *Local Government Act 1993* and clause 217 of *Local Government (General) Regulation 2021* and the Office of Local Government's *Integrated Planning and Reporting Guidelines*.

Strathfield Council's Annual Report 2022-2023 outlines achievements and challenges of the financial year and actions taken by Council to progress its Delivery Program 2022-2026 and annual Operational Plan 2022-2023.

The Annual Report also includes Council's Financial Statements prepared in accordance with the Code of Accounting Practice and Financial Reporting as well as information required by the *Local Government Act*. Council's Audited Financial Statements are presented as a separate attachment.



FEEDBACK OR QUESTIONS

Feedback or questions relating to this annual report are welcome.

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council@strathfield.nsw.gov.au

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Strathfield Council
PO Box 120
Strathfield NSW 2135

Our Community Strategic Plan

In June 2022, Council adopted a new Community Strategic Plan, Strathfield 2035. Strathfield 2035 expresses our community's vision and aspirations for the future of the Strathfield area. It is a plan that is in partnership with our community stakeholders to lead Strathfield into the future.

The progress of our Community Strategic Plan is reported through Annual Reports with the detailed State of Strathfield Report presented following the next Council election in September 2024.

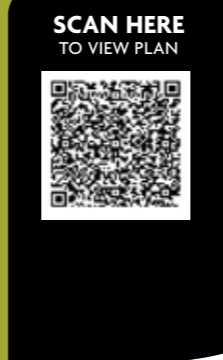
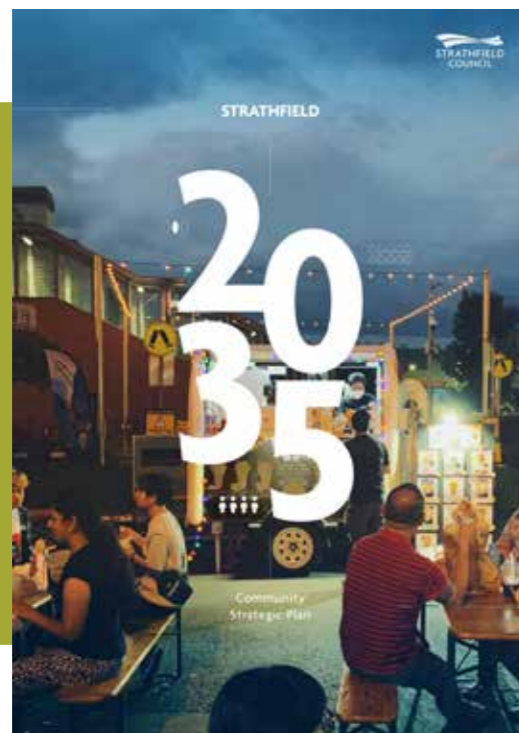
Our Community Vision

Strathfield community's long-term vision for the future of the Council area was adopted in the Strathfield Community Strategic Plan in June 2022, which sets values to guide future strategic directions and planning for the Strathfield community.

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

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

- Strathfield Community Vision



Henley Street



Role of Council

The *Local Government Act 1993* requires Council to:

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

Social Justice Principles

Social justice principles are intrinsic to Council’s work and Council acknowledges the rights of all 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.”

Principles include:

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

Council is committed to identifying and addressing physical, communication and attitudinal barriers that exist in the delivery of services and facilities to the community.

Guiding principles

Council is guided by principles set out in the *Local Government Act 1993* that assist Council in exercising its functions, undertaking decision-making, actively engaging with communities and completing strategic planning as part of its integrated planning and reporting framework.

In carrying out its functions and responsibilities Council is also guided by social justice principles and quadruple bottom line (QBL).

Quadruple Bottom Line

Council also considers the long term and cumulative effects of actions on future generations and the principles of ecologically sustainable development. The quadruple bottom line (QBL) approach addresses environmental, social, economic and civic leadership considerations and ensures that community priorities are addressed in a balanced and holistic manner. QBL progress reporting is included in the Performance section of this report.





Message from The Mayor

and policies for a sustainable future for current and new populations.

As one of Sydney's most diverse communities with a large young population, Council has prioritised programs, planning and events to meet the changing needs. The highly successful Strathfield Festival at Strathfield Square was a new and innovative event attracting large crowds over three days. To assist our large culturally and linguistically diverse communities, Council is planning to establish a Community Resource Centre in 2023-2024 to provide a range of support services, particularly for our multi-cultural community. Council is also exploring the provision of greater diversity of housing in the Strathfield LGA and will commence community consultations on options in 2023-2024.

Lastly, I take this opportunity to thank my fellow Councillors for their continued advocacy for the people of Strathfield and their commitment to improving the life of our community. I also acknowledge the efforts and dedication of our General Manager, Michael Mamo, his Executive Team, and Council staff.

Cr Karen Pensabene
MAYOR

I am proud to present our Annual Report to the Strathfield community, which reports on the delivery of our community vision and the Strathfield Community Strategic Plan 'Strathfield 2035'.

The Annual Report provides insight into the achievements of our Council and community over 2022-2023 in delivering a wide range of services, projects and programs in our local area.

I am honoured to have served the people of Strathfield as a Councillor since 2017 and as Mayor since early 2023. I acknowledge the efforts of the previous Mayor Cr Matthew Blackmore. As Mayor, I regularly meet with members of the community and representatives from our local organisations, groups and businesses. I firmly

believe meeting and hearing the views and experiences of our local community deepens our understanding of their needs and priorities as well as establishing plans

“I firmly believe meeting and hearing the views and experiences of our local community deepens our understanding of their needs and priorities as well as establishing plans and policies for a sustainable future for current and new populations.”

Message from The General Manager

I am pleased to present Strathfield's Annual Report for 2022-2023. This report provides an update on the progress of the implementation of goals and strategies of the Strathfield Community Strategic Plan 2035, which commenced on 1 July 2022.

Over the past financial year, Council has made significant progress on reviewing and instigating actions to secure our long term organisational and financial sustainability and prioritising the needs of our current and future communities. This has been achieved by improving the efficiencies of our organisation and establishing robust financial, governance and planning frameworks which support the efficient and effective management of community assets and resources, enabling the delivery of quality services and facilities.

We have established cooperative and collaborative relationships with the State and Federal Government's and their agencies, and in particular with our neighbouring councils and those within our region. These relationships have enabled us to find agreement on a range of services. A small but important example is establishing an agreement with Transport NSW to schedule regular maintenance of regional roads like Marlborough Road in Homebush West. Another example is the successful completion of the connecting bridges across Powells Creek Homebush, which was a collaboration between Sydney Water, Strathfield Council and City of Canada Bay Council. These bridges have



“Council prides itself on its commitment to serving the community and providing the best services we can.”

significantly expanded our shared pathway access to local and regional facilities.

Council has been approved to

receive in excess of \$21 million grant funding under the NSW Government WestInvest program, which will be allocated to improvements to our open spaces and community infrastructure at Airey Park, Begnell Field, Hudson District Park East, Strathfield Park and Cooke Park. These projects will improve access to quality sport, recreation and other community facilities that bring people together and enable a diverse range of activities.

Council prides itself on its commitment to serving the community and providing the best services we can. I look forward to continuing to work closely with the Mayor and Councillors, my Executive Team and Council staff to serve our local community and continue to build a strong and resilient Strathfield.

Michael Mamo
GENERAL MANAGER

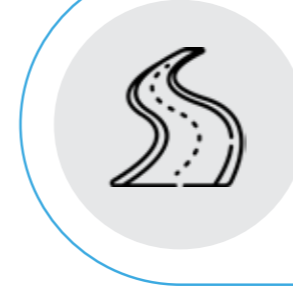


strathfield festival

Our Year in Review Highlights

CONNECTIVITY

We completed an extensive condition of assets review and prepared new plans to support **asset renewal programs** which prioritised works based on condition ratings and community service level standards.



We completed the 2022-2023 **asset renewal program** for roads, footpaths, drainage, parks and buildings.



We collaborated with schools to **create safe environments particularly during the school drop off and pick up** hours and upgraded the crossings for a number of pedestrians.

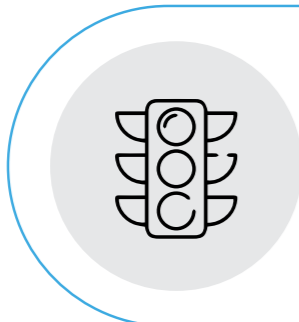
We closed the historic **Strathfield Town Hall** for most of 2023 for important **conservation and restoration works** which were completed in time for its centenary celebration in October 2023.



We reviewed the **connector bus service** and extensively engaged with the community to ascertain local usage and transport needs.



We completed the building of some new **recreational facilities** in Hudson Park East including additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.



We installed **traffic signals** at Parramatta Rd, Plaza Rd and Flemington Rd to address a longstanding safety concern.



We were approved to receive in excess of **\$21 million in grant funding from the NSW Government WestInvest funding scheme** for capital works in Airey Park, Hudson Park, Begnell Field, Strathfield Park and Cooke Park. Masterplans for these parks were prepared in 2022-2023 for further consultation.

We adopted **Plans of Management** for Strathfield Park and Bressington Park after gaining approval from Crown Lands.



We opened two new shared **pathway bridges** across Powells Creek Homebush at Lorraine Street and Hamilton Street to improve pedestrian and cycle connections from Homebush to North Strathfield and extend our regional pedestrian/cycle networks which connect through to Botany Bay.





We granted over **\$67,000 to community organisations** for a diverse range of initiatives that support local resident involvement in community-based activities.



We facilitated well attended **school holiday and multi-sport programs** for children.



We worked in collaboration with our Multicultural and Diversity Advisory Committee to deliver **Harmony Day** events.

We expanded our popular **weekly Library youth drop-in** service to include children.



We promoted **cybersafe community programs** particularly for older people in a wide range of community languages.



We held our first **Youth Careers Expo**.



We conducted three **safety audits across the LGA** and implemented recommendations to improve community safety.



We worked with partners to deliver wide range of community programs for seniors including fitness, health and falls prevention and worked with partners to offer **senior social trips**.



We successfully trialled and implemented **extended after hours access to the library**. Our initiatives were recognised as finalists in the category of Customer Experience in the NSW Local Government Professionals Excellence Awards.



We reaffirmed our **Sister City relationship** with **Gapeyong County in South Korea** with delegation visits to Gapeyong and reciprocal visits by school delegations to Strathfield.



We held the **Strathfield Festival** over three nights in Strathfield Square attracting over 35,000 people with cultural performances, live music, roaming entertainment, various cuisines from local businesses, art projections and lighting installations.

We received a **92% excellent/good rating** in an independent community survey for the quality of our **Library services**. Library visitors and borrowings also increased significantly in 2022-2023.



We hosted performances by Walangari Karntawarra and Diramu Aboriginal Dance and Didgeridoo and an art display in Council's Ironbark Gallery during **NAIDOC week**.



We celebrated **Indian Independence Day** on 15 August 2022 with members of the local Indian community in a flag raising ceremony and lighting up the Council Chambers for a week in the Indian flag colours.



We welcomed 815 local residents as **Australian citizens at 11 ceremonies**. This being the highest number of citizens ever conferred at Strathfield Council in a financial year.



We partnered with multiple organisations and facilitated five **major exhibitions at the Library's Ironbark Gallery** including displays and talks on history and art historical exhibitions showcasing our local community. The Visions with Variety exhibition showing artistic talents of Strathfield's seniors was a finalist in the Local Government NSW Awards in the category of Leo Kelly Arts and Culture Awards.

We celebrated **International Women's Day** at the Homebush West Community Centre on 8 March 2023.



We commemorated **Anzac Day** at the service in Davey Square on 25 April 2023 and refreshed the event by inviting local schools to participate in a poetry competition which was read at the event.

We reviewed and prepared new event programs for the celebration of **Australia Day** in the Strathfield Town Centre on 26 January 2023.



LIVEABLE NEIGHBOURHOODS

We determined **143 development** applications valued at over **\$254 million**.



We commenced a number of key strategic studies that will support the **future growth and development across the LGA** to improve housing diversity available choice across the community and assisting supporting housing affordability.



We adopted the **Affordable Housing Tenancy Policy** to govern Council's Affordable Housing Portfolio.

We installed a new **public toilet** at Homebush West Town Centre in the northeastern corner of the Homebush West car park.



We amended **Development Control Plan Part O (Trees)** to establish a user friendly system for tree permits for pruning and removal replacing the requirement for lodgement of development applications.



We commenced a new street tree maintenance contract and also commenced **street tree data collection program** of the estimated 12,000 street trees with about 33% of street trees logged in 2022-2023.

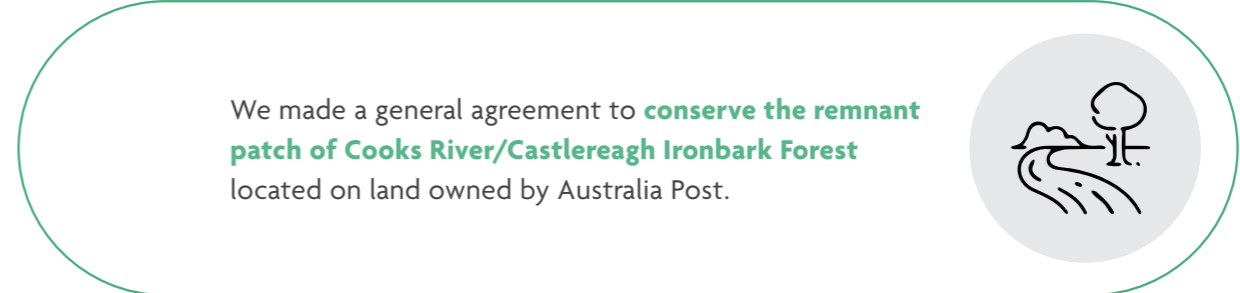


We commenced preparation of a new **Developer Contributions Plan**.



We achieved a major environmental target in partnership with local environmental groups by reestablishing a **breeding habitat for the Green and Golden Bellfrog** at the Greenacre Frog Ponds. Adult frogs and tadpoles were recorded at this site for the first time in a decade.

We provided over **40 free heritage advisory services** to owners of local heritage properties.



We made a general agreement to **conserve the remnant patch of Cooks River/Castlereagh Ironbark Forest** located on land owned by Australia Post.

We established an agreement for shared catchment **flood risk management strategy** with City of Canada Bay and Burwood Councils to commence in 2023-2024.



We achieved a **100% completion** rate for implementing all scheduled **street sweeping and public domain cleansing** and maintenance programs.



Following extensive community engagement, the NSW Geographical Names Board approved **renaming** of the part of the suburb of **Belfield** located in the Strathfield Council area as Strathfield South.



We provided space and **supported Burwood Council staff at our Depot** while they undertook urgent works at their depot for a 6 month period.



The Mayor of Strathfield initiated a **regular program of meetings** with community organisations, schools and local businesses to promote **closer engagement between Council and the community**.

We prioritised and addressed issues concerning **Council's long term financial sustainability** issues through adopting new programs and measures including improved efficiencies, expenditure savings and increasing Council revenue.



We commenced implementation of the new **Community Strategic Plan Strathfield 2035** and adopted the **Delivery Program 2022-2026** and **Operational Plan and Budget 2023-2024**.



We are addressing gender imbalances in the Council workforce with programs such as **promotion of female staff** working in open spaces, which was recognised as finalist in the NSW Local Government Professionals Organisational Diversity and Inclusion Award.



We established **working collaboration and partnerships** with other tiers of government, neighbouring councils, regional organisations including Southern Sydney Region of Councils (SSROC) and Local Government NSW (LGNSW) and local community organisations.



“ In the last year, about 27,000 balls were hit per day totalling over 7.4 million in a year.”



HITTING OUR TARGETS AT HUDSON PARK



The development of Hudson Park, a former golf course, into a district park has been implemented over various stages. Major works were completed in 2023 in the northern section of Hudson Park East which is close to Centenary Drive and Arthur Street. Works included additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children’s playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.

The Hudson Park Golf Driving Range was upgraded with 25 individual hitting bays and operating seven days a week from 6:30am to 11:00pm. The Driving Range is highly patronised and very popular. In the last year, about 27,000 balls were hit per day totalling over 7.4 million in a year.

Council was successful in obtaining \$21 million in grants under the WestInvest grant program with part of these funds allocated to improvements to Hudson Park.

Hudson Park Driving Range



Our Challenges and opportunities

- Master planning of the Homebush Urban Village Precinct of the Parramatta Road Corridor Urban Transformation Strategy (PRCUTS).
- Preparing a Master plan for the Strathfield Town Centre in consultation with the local community and key stakeholders to revitalise the Town Centre and position it positively for the future.
- Addressing rising costs and internal and external factors such as high inflation, impact of cost shifting from the State Government.
- Implementing the approved strategies to address and secure Council's long term financial sustainability.
- Delivering the renewal program for repairing and maintaining Council's infrastructure assets such as roads, footpaths, buildings and playgrounds.
- Prioritising the establishment of good governance frameworks and practices to embed sound leadership and decision making in the interests of the community.
- Implementing a program of service reviews to improve and enhance core services valued by our community such as street sweeping and civil maintenance.
- Completing the preparation of a new developer contributions plan to support our future infrastructure requirements.
- Embedding resilience principles into Council's planning instruments, urban design and asset infrastructure.
- Planning for Food Organics Garden Organics (FOGO).

Our Financial results

Financial results	2022/23 \$'000s	2021/22 \$'000s	% change
Revenue	60,301	53,873	11.93%
Expenses	56,403	50,490	11.71%
Assets	538,868	560,057	-3.78%
Liabilities	29,402	26,411	11.32%
Equity	509,466	533,646	-4.53%

The following summary is based on the 'Strathfield Municipal Council, Audited General Purpose Financial Statements' for the year ended 30 June 2023.

About Strathfield Council



Our History

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

Significant population growth occurred after WWI and with the addition of the former Homebush Council in 1947 and part of Enfield Council in 1949, the population stabilised around 27,000 to 29,000 until the 2000s, when population increased due to redevelopment of land for multi-unit dwellings particularly in town centres and transport hubs adding nearly 20,000 additional people over the last twenty years.

Our Council

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

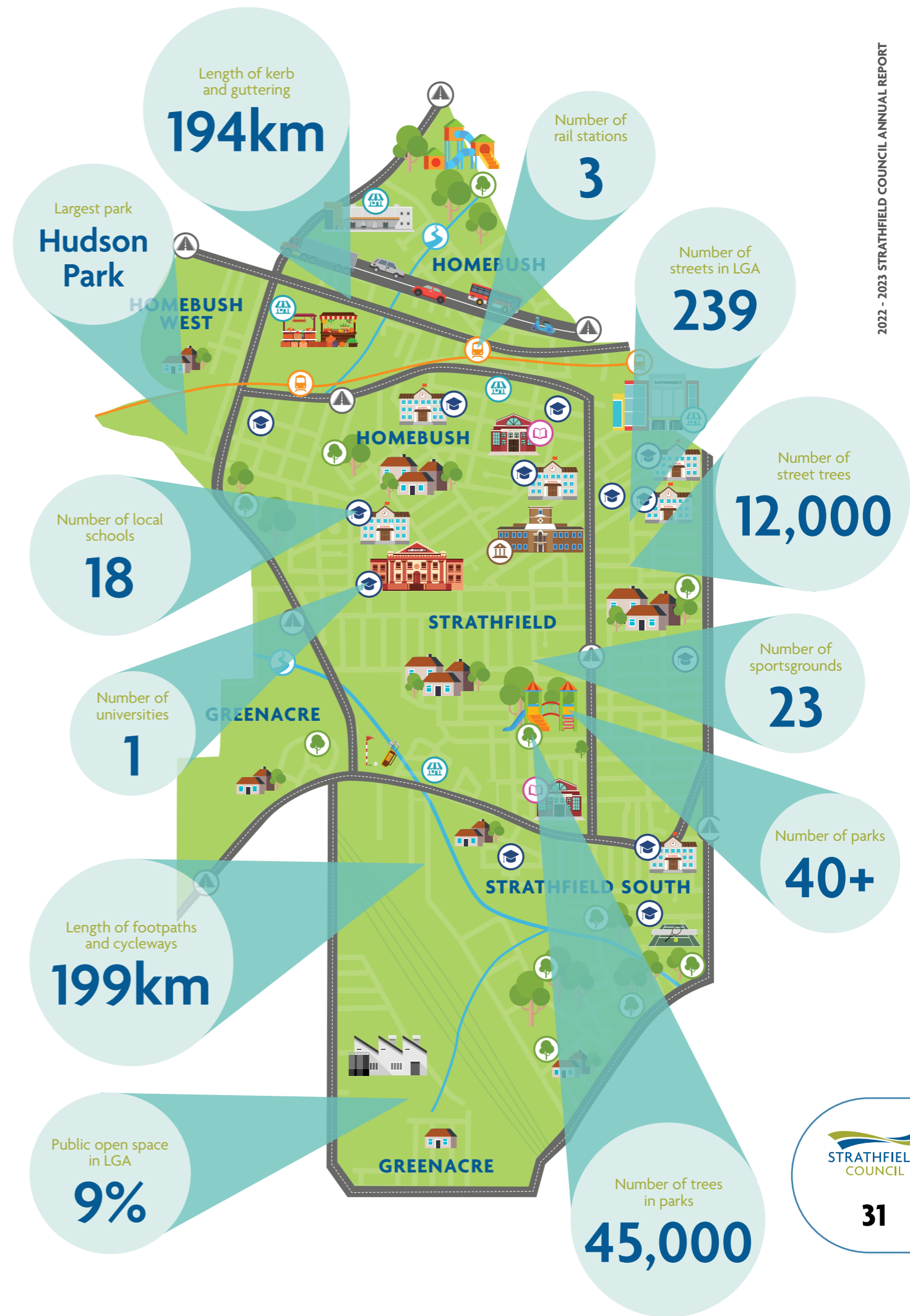
On 19 August 1930, parts of Homebush West were transferred from the Lidcombe Municipality to Strathfield Council. The former Municipality of Homebush was added to Strathfield Council on 25 May 1947. The west ward of the former Municipality of Enfield was added to Strathfield Council on 1 January 1949. There have been two minor boundary adjustments. In 1953, Strathfield Council's south western boundary at Roberts Road Greenacre

“In 2022 the estimated resident population of Strathfield LGA was 46,230... Our population forecast for 2041 is 56,259.”

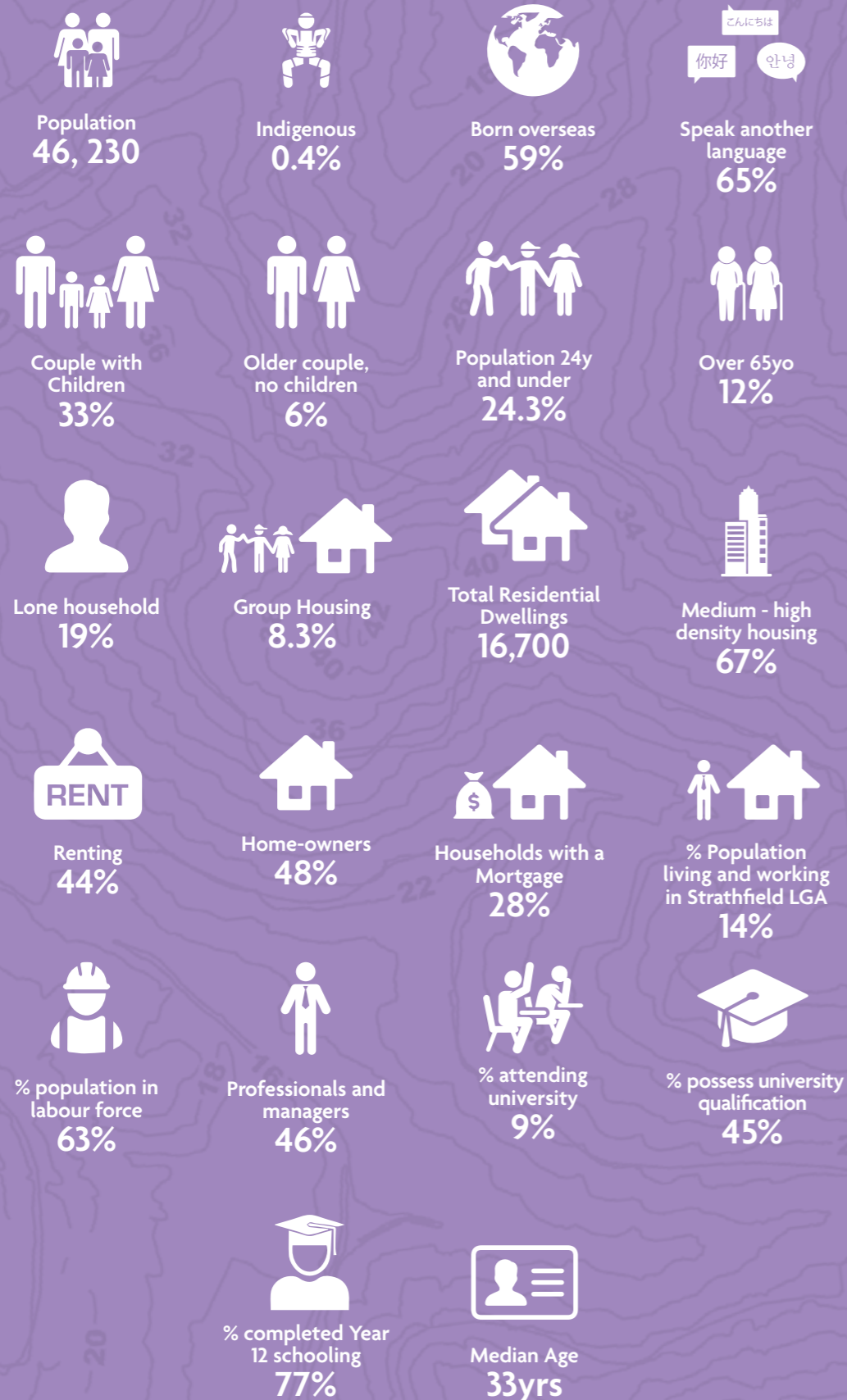
was altered when the site of the former Bankstown Sanitary Depot came under Bankstown Council control. In 1992, the western boundary of the Strathfield Municipality was adjusted involving land exchanges between Strathfield and Auburn Councils.

Our place in Sydney's Inner West

The Local Government Area (LGA) of Strathfield has a total area of approximately 13.9 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city. Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west. Strathfield Council includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush



Strathfield at a glance



(2140), Homebush West (2140) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield LGA and has its own postcode, 2129. The Strathfield LGA is characterised by a variety of land uses including residential, commercial, industrial, public and private recreation, and environmental areas.

Our Demographics

In 2022 the estimated resident population of Strathfield LGA was 46,230 with a population density of 3,294 persons per square km (2022). The LGA's medium age is 33 years. The largest population segment and persons aged 25-34 years who total 24.3% of the population. 12% of the population are aged over 65 years and 0.4% of the population are Aboriginal and Torres Strait Islanders. Our population forecast for 2041 is 56,259.

The Strathfield LGA is a culturally diverse community with approximately 58.9% born overseas and 65% of residents speaking a language other than English at home including Mandarin, Nepali, Cantonese, Korean and Arabic. 67% of Strathfield's housing is comprised of medium and high density as compared to 46% in Greater Sydney. Whereas only 31% of housing is a separate dwelling as compared to 53% in Greater Sydney. The Census 2021 reported a significant increase in new housing with nearly 4,000 new dwellings added between 2016 and 2021, the majority being new medium to high density development. The proportion of units to houses has increased since the 2016 Census. The majority of residents live in units. 48% of Strathfield's residents either own or are purchasing their home and 44% are renting. Over 40% live in family households while 20% live in lone person households. The average household size in the LGA is 2.73 people.

Our Economy

The Strathfield LGA has significant commercial and industrial areas. The major commercial centre is the Strathfield Town

Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. The Strathfield LGA features highly connected rail, bus and road systems. Strathfield Station, one of the largest and busiest railway stations in NSW, lies in the heart of the Strathfield LGA. There are also rail stations at Homebush and Flemington. The LGA has over 43,000 jobs and more than 6,700 businesses. Over 44% of the residential population have a degree or higher qualification and 33.8% of residents aged over 15 are professional workers.

Our Environment

Whilst the Strathfield LGA is largely developed, the natural environment plays a vital role in contributing to local and regional ecosystems and human settlements with a range of local and district parks and reserves with foreshores along Cooks River and Coxs Creek, and Powells Creek which flows to Parramatta River. Strathfield's tree lined streets, well-kept gardens,

“ About 9% of the LGA is open space. There is currently 9.06 hectares of remnant bushland across the Strathfield LGA.”

playing fields, parks, public domains and natural areas contribute to the cultural identity and healthy environment of the LGA. About 9% of the LGA is open space. There is currently 9.06 hectares of remnant bushland across the Strathfield LGA which is less than 1% of the LGA's total area. Of this 4.4 hectares contain the Castlereagh Ironbark Forest, an Endangered Ecological Community (EEC).



Mason Park Wetlands

Our Community Finance Report 2022-2023

Council is required to report to the community on its financial performance and position for the year, in accordance with the Local Government Act 1993. The financial figures for 30 June 2023, have been audited and finalised. The following financial summary is based on the figures Strathfield Municipal Council, 'Audited General Purpose Financial Statements' for the year ended 30 June 2023.

Overview

For the year ended 30 June 2023, Strathfield Council incurred an overall net operating surplus amounting to \$3.898m (PY: surplus of \$3.383m). However, Council's net operating result before grants and contributions provided for capital purposes amounted to a deficit of \$9.626m (PY: deficit of \$5.675m).

Council's largest income source, rates and annual charges, accounted for 55.68% of its total revenue, whereas the largest expenditure being employee benefits and on-costs accounted for 41.95% of total expenses.

During the year ended 30 June 2023, Council's total assets decreased by 3.78%, largely driven by revaluation decrements related to infrastructure property plant and equipment. Total liabilities experienced an increase of 11.32%.

Future Financial projections 2023-2024

The future forecast of Council's financials are based on creating a more financially sustainable Council that is able to provide essential services to its growing community now and into the future. During 2022-2023, Council undertook a financial sustainability review and identified a significant residual funding gap that placed Council's financial sustainability at risk unless additional action was taken.

As a result, Council reviewed its rates and rating structure to:

- Have a more equitable rating structure
- Create a sustainable rating structure for the future
- Maximise the rates income from future rates assessment growth
- Rebalance the income generated for provision for general funded services.

Council reviewed its options and obtained approval from the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation (SRV) to establish a sustainable future.

To deliver a financially sustainable Council, the management are committed to:

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



Financial overview 2022-2023

The financial results for the period 1 January to 30 June 2023 are set out in the tables below.

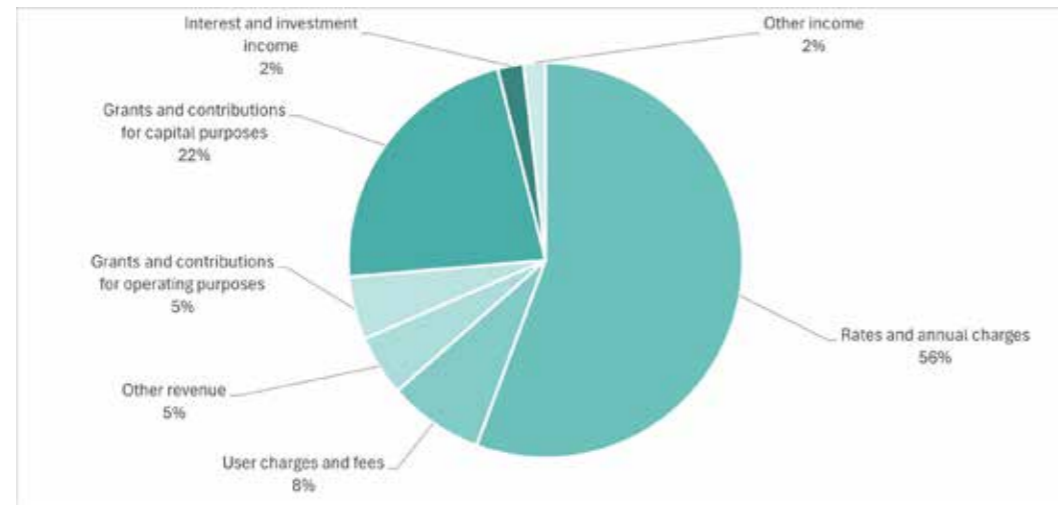
Income Statement

	2023	2022
	\$'000	\$'000
Total Income from Continuing Operations	60,301	53,873
Total Expenses from Continuing Operations	56,403	50,490
Operating Result from Continuing Operations	3,898	3,383
Net Operating Result for the year	3,898	3,383
Net Operating Result before Grants & Contributions provided for Capital Purposes	(9,626)	(5,675)

Income from continuing operations

Income Categories	For the year ended 30 June 2023	For the year ended 30 June 2022
	(\$'000)	(\$'000)
Rates and Annual Charges	33,581	32,870
User charges and fees	4,712	3,192
Other revenues	3,010	3,937
Grants and contributions for operating purposes	3,122	3,395
Grants and contributions for capital purposes	13,524	9,058
Interest and investment income	1,274	414
Other income	1,078	1,007
Net gains from disposal of assets	-	-
Total income from continuing operations	60,301	53,873

Revenue from continuing operations for the year ended 30 June 2023

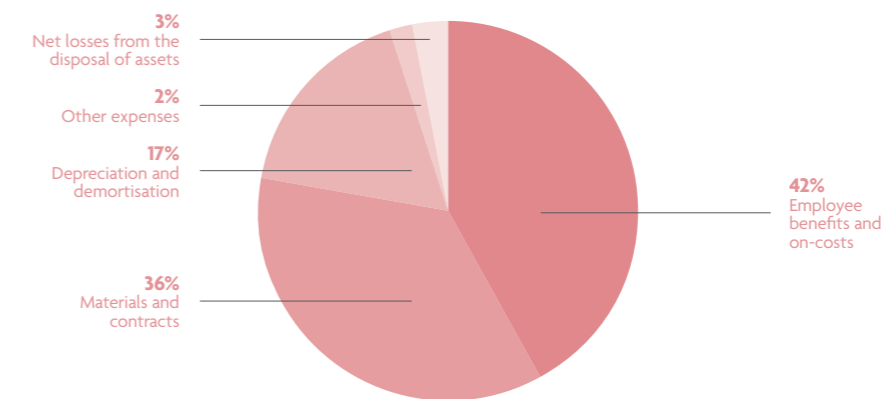


Strathfield Festival 2023

Expenses from continuing operations

Expense Categories	For the year ended 30 June 2023	For the year ended 30 June 2022
	(\$'000)	(\$'000)
Employee benefits and on-costs	23,664	20,691
Materials and contracts	20,258	16,989
Depreciation and Amortisation	9,282	9,682
Other expenses	1,294	987
Net losses from the disposal of assets	1,905	2,141
Total expenses from continuing operations	56,403	50,490

Expenses from continuing operations for the year ended 30 June 2023



Homebush Vibes

Strathfield Council's net worth:
\$509.5million



Statement of Financial Position

	2023	2022
	\$'000	\$'000
Total Current Assets	35,268	26,762
Total Current Liabilities	28,944	26,195
Total Non-Current Assets	503,600	533,295
Total Non-Current Liabilities	458	216
Total Equity (Net Assets)	509,466	533,646

Assets

Our infrastructure, property, plant and equipment and investment property assets were valued at \$481.7 million as at 30 June 2023

Asset	Value at 30 June 2023
	\$'000
Roads	180,980
Drainage	55,640
Buildings	54,072
Land	127,095
Plant and equipment	3,338
Car Parks	5,582
Open space, parks & reserves	42,885
Other Assets	2,575
Work in progress (WIP)	9,563

Capital Works

Asset Classes	2023	2022
	\$'000	\$'000
Roads/Bridges/Footpaths/Drainage	3,131	4,363
Recreational Assets (parks/sporting fields)	211	41
Buildings	796	1,292
Land Improvements	-	-
Other infrastructure plus works in progress	6,477	5,595
Land	-	-
Plant & Equipment	1,378	825
Office equipment	39	224
Other Assets	119	111
Total Capital Spend	12,151	12,451

Total equity

Strathfield Council's community equity (defined as our net worth) was \$509.5 million at 30 June 2023.



Mason Park



Where were your rates spent?

This is how we spend your rates (including domestic waste charges).

Every \$100 collected is distributed as follows across a range of services.



Capital Works Snapshot

During 2022-2023, Council's capital works program included the upgrades and maintenance of community buildings, renewals of roads, footpaths, drainage or park facilities. A detailed list of Capital works completed in 2022-2023 is contained on page 182.

Major Projects

A number of major projects were undertaken including building new bridges, restoration of heritage buildings owned by Council and completion of recreation and sporting facilities in Hudson Park. Some of our 2022-2023 projects included:

Restoration of the historic **Strathfield Town Hall** including replacing the slate roof and internal works. The total cost for the roof replacement and internal refurbishment is \$991,444.



Completion of **Hudson Park Stage 2** works located on Hudson Park East including additional shade and seating, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.

Construction and completion of the **Lorraine Street and Hamilton Street pedestrian bridge** across Powells Creek, linking Strathfield and City of Canada Bay Councils and improving and extending pedestrian and cycle access. The total budget for the projects including installation, civil and landscaping works and public art is \$3,040,024 funded by the Parramatta Road Urban Amenity Improvement Program (PRUAIP), an initiative of the NSW Government.



Scheduled and reactive maintenance of all Council buildings including **parks amenities, administration, library, community centres** etc.

Installation of a new **public toilet** at Homebush West Town Centre in the northeastern corner of the Homebush West car park.





Smallwood Avenue, Homebush

Transport infrastructure

Council maintains 97 km of roads (239 streets) and 199 km of footpaths and cycleways. Bridges, car parking and pathways are also part of our local transport infrastructure. A complete list of all projects is detailed on page 183. Some of our 2022-2023 key projects included:

- Road resurfacing involving resheeting of asphalt surfaces of 13 roads in Strathfield and Strathfield South
- Installation of Pedestrian safety fencing on Albert Road and Churchill Avenue
- Roundabout at Bridge Road and Loftus Crescent to mitigate crashes and speeding
- Footpath renewal in Strathfield and Strathfield South.

Drainage and kerbs and guttering

Council maintains 194 km of kerbs and guttering, 65.49 kms of stormwater pipes and 2,599 stormwater pits. Some of our 2022-2023 projects included:

- Upgrade of existing pits and drainage pipes at Vernon Street Strathfield
- Additional pits and lay new 450mm pipe in Woodward Avenue Strathfield
- Lay new 450mm pipe and pits at Dean Street Strathfield South
- 13 Kerb and gutter renewal projects in Strathfield and Strathfield South.

Delivery Program Progress

Overview

Council's Delivery Program 2022-2026 details the principal activities Council will undertake over a four year period to achieve the goals and aspirations identified by the local community in the Community Strategic Plan, Strathfield 2035. The five themes or key priority areas in the Community Strategic Plan 'Strathfield 2035' that inform the Delivery Program and Operational Plan include: Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods and Responsible Leadership

The Operational Plan outlines the activities Council included to undertake during the 2022-2023 year to achieve

its Delivery Program commitments. In December 2023, the plan was amended and placed on exhibition after consultation with Councillors and to align with the amendments to the Long Term Financial Plan and proposal for a Special Rate Variation. These amendments were adopted at the 7 February 2023 Council meeting.

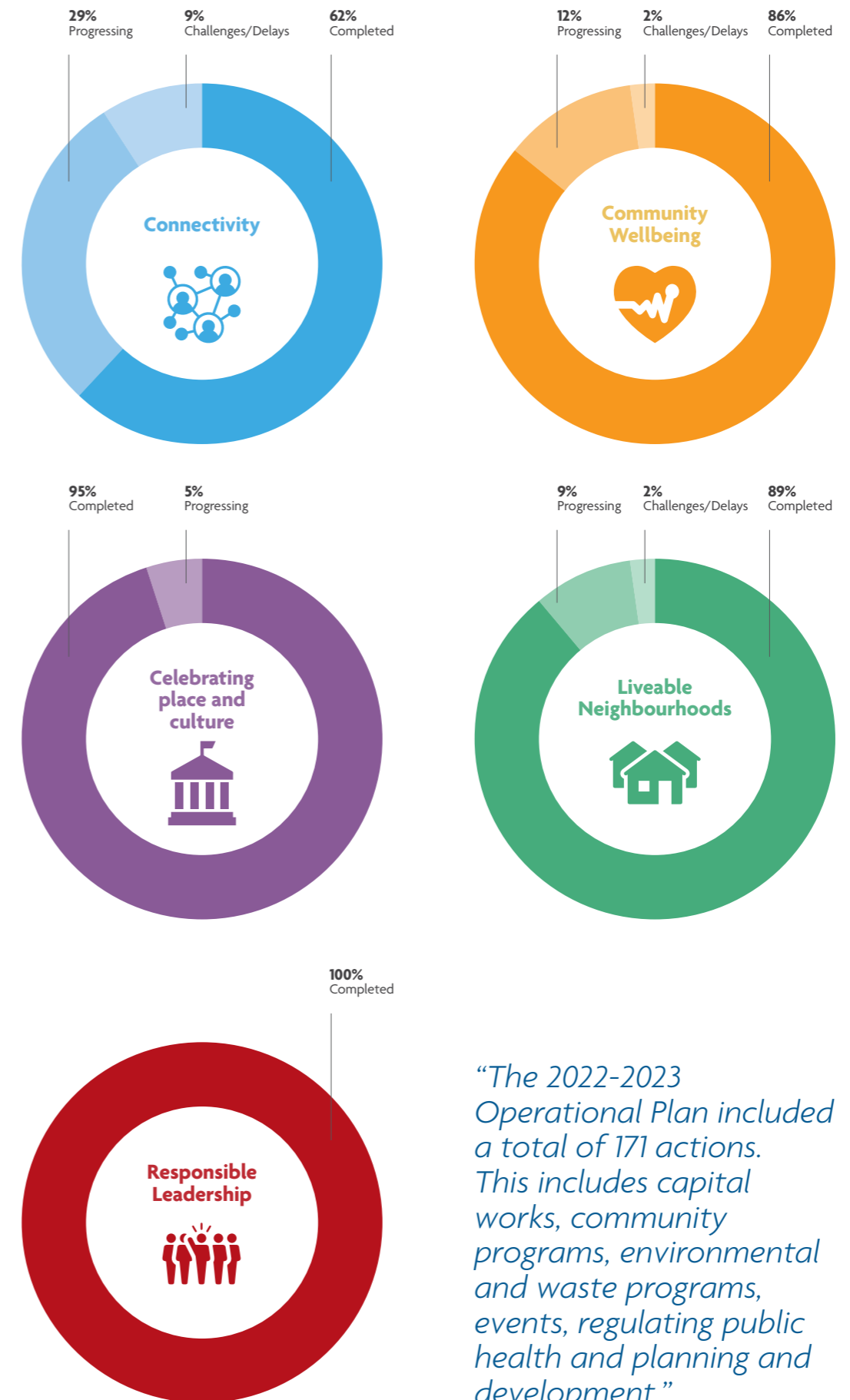
These plans are supported by the Resourcing Strategy which consists of the following plans:

- Long Term Financial Plan
- Asset Management Strategy and Plans
- Workforce Management Strategy

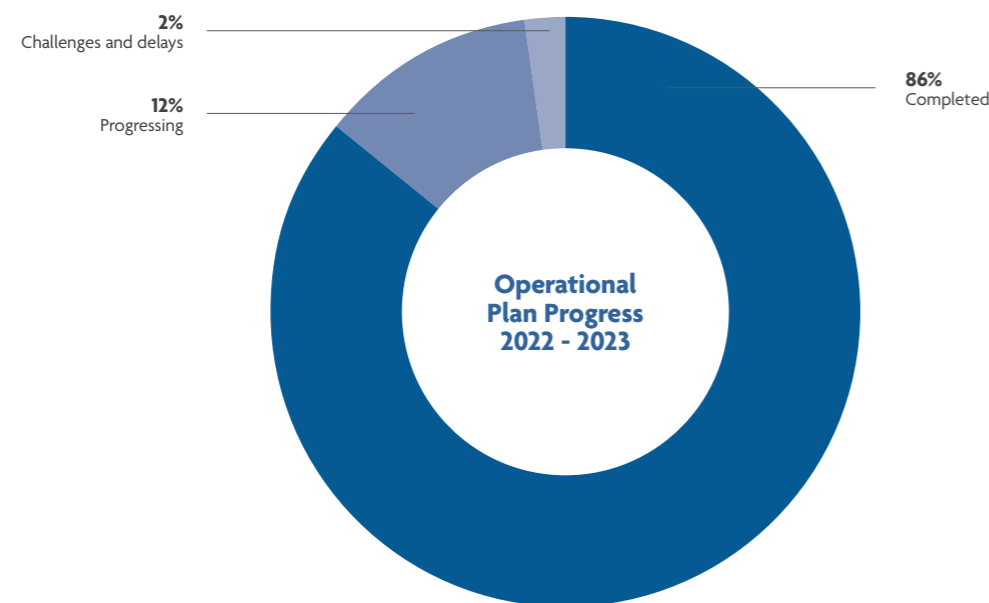
The 2022-2023 Operational Plan included a total of 171 actions. This includes capital works, community programs, environmental and waste programs, events, regulating public health and planning and development.

Six (6) monthly reports were presented to Council in April and September 2023 for the periods June to December 2022 and January to June 2023.

Progress of Operational Plan 2022 - 2023 based on Community Strategic Plan Themes



“The 2022-2023 Operational Plan included a total of 171 actions. This includes capital works, community programs, environmental and waste programs, events, regulating public health and planning and development.”



Communicating with our community

Council is committed to fostering open lines of communication with the local community through various mediums. This is to keep the community up to date with projects, initiatives and events that are managed by Strathfield Council. Information is disseminated via Council's website, social media channels, eNews, printed newsletter, videos on Council's YouTube channel, advertising and rates notice distributions. The main aim of Council's communications efforts is to keep the community informed, encourage contributions that can help guide policies/projects and maintain transparency.

E-News

eNews is a newsletter which is distributed via email to over 31,000 recipients weekly. It contains information on events, major proposals, community engagement, project updates, local history and community news updates. Council distributed 50 eNews issues in 2022-2023.



Print Newsletters

Council's printed newsletter is issued to 19,000 households within the Strathfield LGA on a monthly basis. Each newsletter includes a monthly update from the Mayor, highlights upcoming events, features programs run by Strathfield Library and Council's Community Services team, showcases sustainability topics and includes project updates.



Social Media

Council's presence and number of followers on social media has continued to increase over time. It is an effective medium to distribute timely communications and is useful during instances requiring urgent messaging. Social media is a growing medium used by the community to obtain information and updates they are interested in. Council had 22,121 social media hits (followers/likes) across Facebook, Twitter, Instagram and LinkedIn in 2022-2023 and a total of 1,595 social media updates.



Rates Notice information

Council distributes rates notices every quarter which also features DL flyers. In July 2023, Council amended the format of including a double sided DL flyer to a 6 page DL brochure. This brochure features the projects that are funded by rates, waste education projects and events/programs run by Council that would be of interest to rate payers.



Videos

Council posts videos to Strathfield TV, Council's YouTube channel. It includes video recordings of Council meetings, Mayor's Council Meeting recap videos and highlights from Council events.



Flyers

Letters and/or flyers are distributed to residents for projects or events requiring community engagement or community notification. Over the past 12 months, Council has organised the distribution of eight (8) letters/flyers to local residents.



Awards and Recognition

Awards and acknowledgments received by Council in 2022-2023 include:



Finalist - Local Government NSW Awards in the category of **Leo Kelly Arts and Culture Awards** for **Visions with Variety exhibition** which showcased the talents of Strathfield residents who participate in art classes held at the Strathfield School for Seniors.



Finalist – NSW Local Government Professionals Excellence Awards in the category of **Customer Experience** for the **Extended Hours Access at Strathfield Library**. June 2023.



Finalist – NSW Local Government Professionals **Organisational Diversity and Inclusion Award** Reflections on Success Factors: **Strathfield Council's employment of female staff in Open Spaces**. June 2023.



Left to right: George Saad, Helen Saad, Tony Burke, MP.

2023 Strathfield Local Citizen of the Year Award

Council recognises those who generously donate their time to help others. This award is held annually on Australia Day and aims to recognise those who make significant contributions to the Strathfield community. This year's awards were presented by Mayor Matthew Blackmore to George and Helen Saad. George and Helen Saad have lived in Strathfield for over 40 years and have made significant contributions to the Strathfield community through volunteering their time to a wide range of community initiatives including coaching and managing the local soccer club, hosting neighbourhood morning and afternoon tea and Christmas street parties to bring residents and cultures together and assisting resident's advocacy to Council.

“George and Helen Saad have lived in Strathfield for over 40 years and have made significant contributions to the Strathfield community through volunteering their time.”

Community Events

Strathfield Council delivers a broad range of events to meet the diverse needs and interests of our community. In 2022-2023, the following events were held.

February 2023

- Movies in the Park at Strathfield Park (11 February 2023)
- Senior Comedy Show and Lunch at Strathfield Sports Club (7 February 2023)
- Seniors Legal Information Session at Strathfield Library (3 February 2023)
- Seniors Movie Screening at Strathfield Library (10 February 2023)
- Inclusive Dance Class at Dutton Centre (9 February 2023)

March 2023

- Visions with Variety: Celebrating Seniors at Strathfield Library (February - March 2023)
- Movies in the Park at Strathfield Park (11 March 2023)
- International Women's Day at Homebush West Community Centre (8 March 2023)
- Harmony Day at Dutton Centre (21 March 2023)
- Exhibition - Painting on Mondays: Catriona Grant & Megan Winch at Strathfield Library (9 March 2023-30 April 2023)

April 2023

- ANZAC Day Memorial Service at Davey Square (25 April 2023)
- Strathfield Festival at Strathfield Square (27 – 29 April 2023)
- Youth Week Careers Expo at Strathfield Library (27 April 2023)

May 2023

- Exhibition - Net calls Net, Weave calls Wave: Marta Romanu & Karl Logge at Strathfield Library (11 May 2023- June 2023)

June 2023

- NAIDOC Week with Walangari Karntawarra at Strathfield Library (27 June 2023 – 11 July 2023)
- Youth Environment Event – Speaking for the Planet (5 June 2023)

July 2022

- School Holidays Programs at Strathfield Library (July 2022)

September 2022

- Strathfield Spring Festival at Strathfield Park (3 September 2022)

October 2022

- Movies in the Park at Strathfield Park (22 October 2022)
- Children's Week Event at Strathfield Library (27 October 2022)

November 2022

- Movies in the Park at Strathfield Park (5 November 2022)
- Movies in the Park at Strathfield Park (19 November 2022)

December 2022

- Strathfield Christmas Carols at Strathfield Park (3 December 2022)
- Movies in the Park at Strathfield Park (3 December 2022)
- Historic Houses of Strathfield Exhibition at Strathfield Library (December 2022-January 2023)

January 2023

- Australia Day at Strathfield Square (26 January 2023)
- Movies in the Park at Strathfield Park (26 January 2023)
- School Holidays Programs – Basketball, Volleyball, Soccer and Touch Football (January 2023)
- Lunar New Year Event at Strathfield Library (31 January 2023)





“ Over 35,000 people enjoyed cultural performances, live music, various cuisines from local businesses, roaming entertainment and lighting installations”



SHARING OUR SHINE AT STRATHFIELD FESTIVAL



Strathfield Festival welcomed the community to enjoy local culture as the heart of Strathfield came to life from 27 – 29 April. Over 35,000 people enjoyed cultural performances, live music, various cuisines from local businesses, roaming entertainment and lighting installations.

With multiculturalism at the centre of the event, there was a number of different cultural performances including an Indigenous welcome to country with a didgeridoo performance; Indian dance performances ranging from Bollywood, modern and Bharathanatyam; traditional Chinese dances and drummers; Korean drummers and singers; Brazilian drummers and dancers and Japanese drummers.

Local schools were invited to submit artworks depicting themes of multiculturalism and what culture meant to each student. These artworks were turned into animated videos which were projected onto the Strathfield Plaza and Strathfield Private Hotel buildings. 78 pieces of artwork were submitted by Homebush Public School, Homebush West Public School, Marie Bashir Public School and Strathfield Girls High School. St Anne’s Primary School also submitted an artistic blanket which had over 50 pieces of artwork combined into one large blanket.

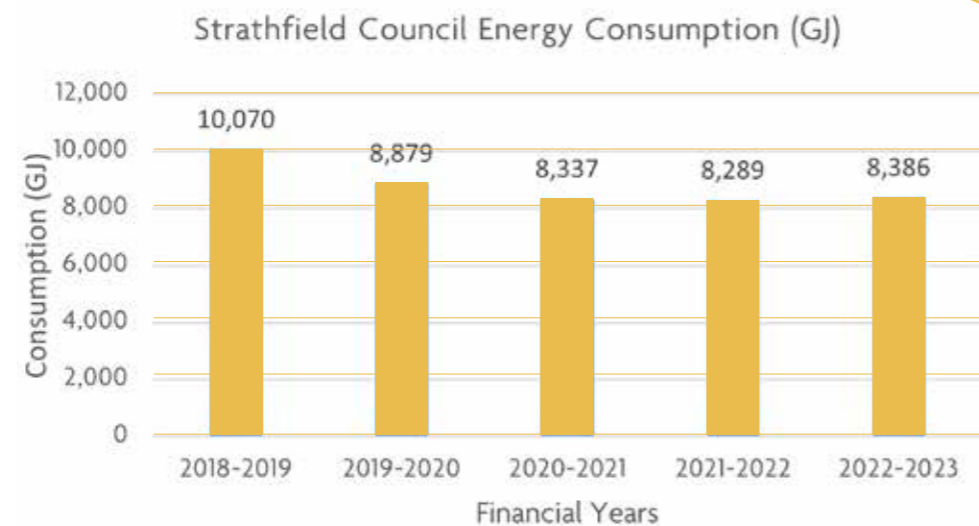
The funding for this project has been provided by the NSW Government. Council looks forward to hosting Strathfield Festival again on 2 – 4 May 2024.

Our Sustainable Environment

Council is committed to improving sustainability in Council's operations and across the Strathfield Council area. We understand that the challenges posed by environmental issues are significant, but we are committed to reducing consumption and emissions, through responsible practices, collaboration, education and by example. In the 2023 Strathfield Community Survey, 72% of the community indicated support for Council improving its environmental performance through investment of resources. This section provides reporting on Council's operational performance and that of the overall council area.

Council operations - Energy Consumption

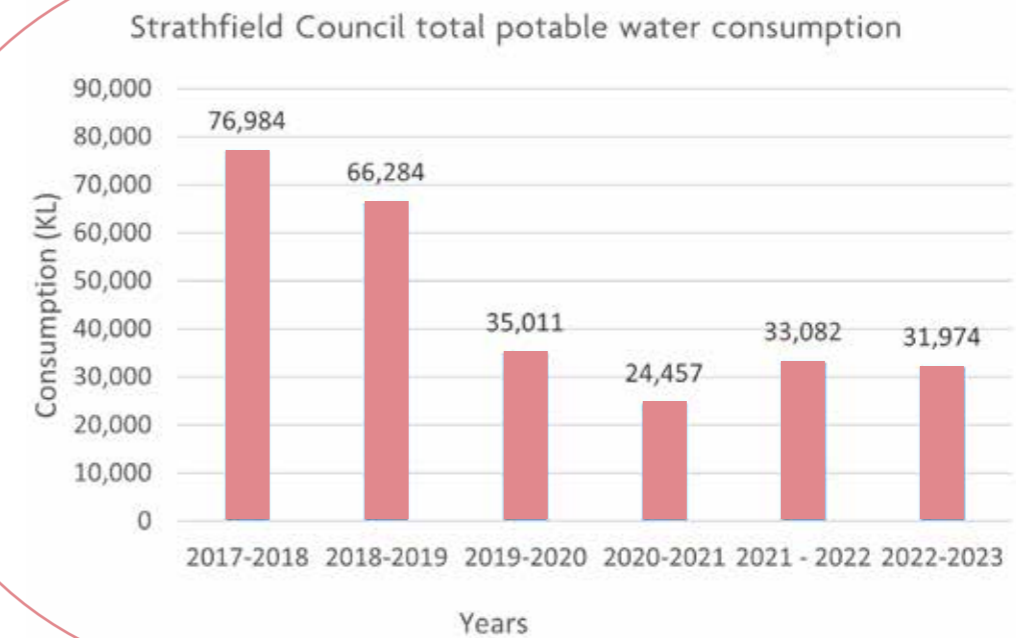
Across all Council facilities, the total energy use for 2022-2023 was 8,386GJ. While this represents an increase of 1.17% from the previous year, usage has declined by 16.7% since 2018-2019. The largest energy consumer is street lighting, which used 4,459GJ, which is over half of Council's total energy use. Reductions in energy use are attributable to actions to improve efficiency through installation of solar panels on Council buildings, in parks and in conversion to LED of older streetlights.



Council operations – water efficiency

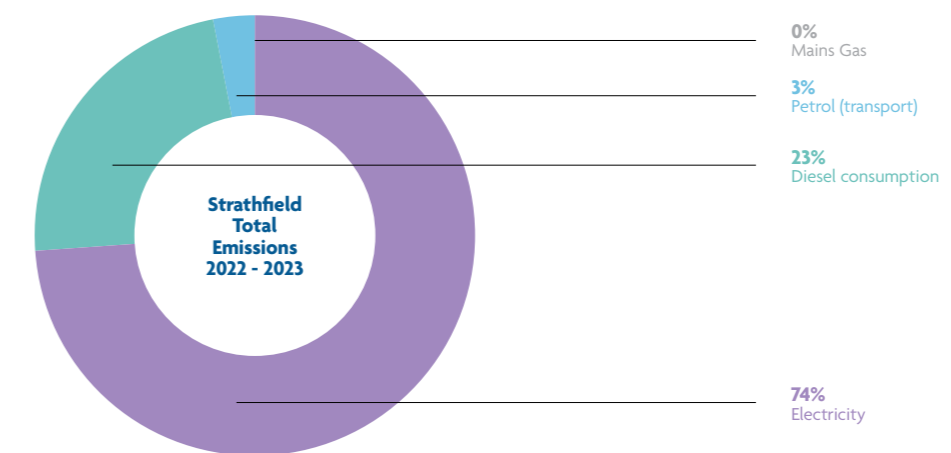
Council has reduced its potable water use in the local area by 58% since 2017-2018. The decline is partly due to increased rainfall, installation of automated irrigation systems and transforming Hudson Park from a golf course, which was Council's highest consumer of water, to a park. Use of potable water in Council facilities including parks and sports fields totalled 31,974kL in 2022-2023.

The highest water users are parks containing sportsgrounds such as Strathfield Park, Mason Park and Bressington Parks.



Council operations – total emissions

In 2022-2023, Council's total emissions were 2424 CO2-e. Electricity contributed the highest emissions at 74% or 1799 CO2-e, followed by diesel consumption at 23% or 550 CO2-e. Mains gas contributes 0.5% or 12 CO2-e and petrol for transports 3% or 65 CO2-e.



Type	% of emissions	Total emissions
Electricity	74.2%	1799 CO2-e
Diesel consumption	22.7%	550 CO2-e
Mains gas	0.5%	12 CO2-e
Petrol (transport)	2.7%	65 CO2-e
Total	100%	2424 CO2-e

Source: Azility Management emission data 2022-2023



Bressington Park

Electric Vehicles

Electric vehicles (EVs) have the potential to improve transport systems, through reduced running and maintenance costs, air pollution, noise pollution and limited reliance on fossil fuels. Strathfield Council supports the Electric Vehicles and operates two EV charging stations in the Strathfield Town Centre and Bressington Park. In 2022-2023, these charging stations provided 232 sessions and 1,090.44kWh.

Strathfield LGA - Water Consumption

The most recent water consumption data is for 2021-2022. During 2020-2022 were affected by COVID protocols, which are likely to affect consumption. In the most recent data, potable water consumption had declined in the suburbs of Strathfield, Strathfield South and Homebush, while increasing in Homebush West, Greenacre and the former area of Belfield.

Strathfield LGA: Potable Water Consumption by Suburb (kL)

Suburb	2018-2019	2019-2020	2020 - 2021	2021-2022
Belfield (former)	123,045	114,498	115,095	131,826
Greenacre	399,792	354,785	329,362	397,788
Homebush	1,214,687	1,258,955	1,141,098	1,111,380
Homebush West	754,682	1,007,155	777,178	869,554
Strathfield	2,097,060	2,028,069	1,845,619	1,548,647
Strathfield South	598,053	574,242	569,070	430,356
TOTAL	5,187,321	5,337,706	4,777,422	4,489,551

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



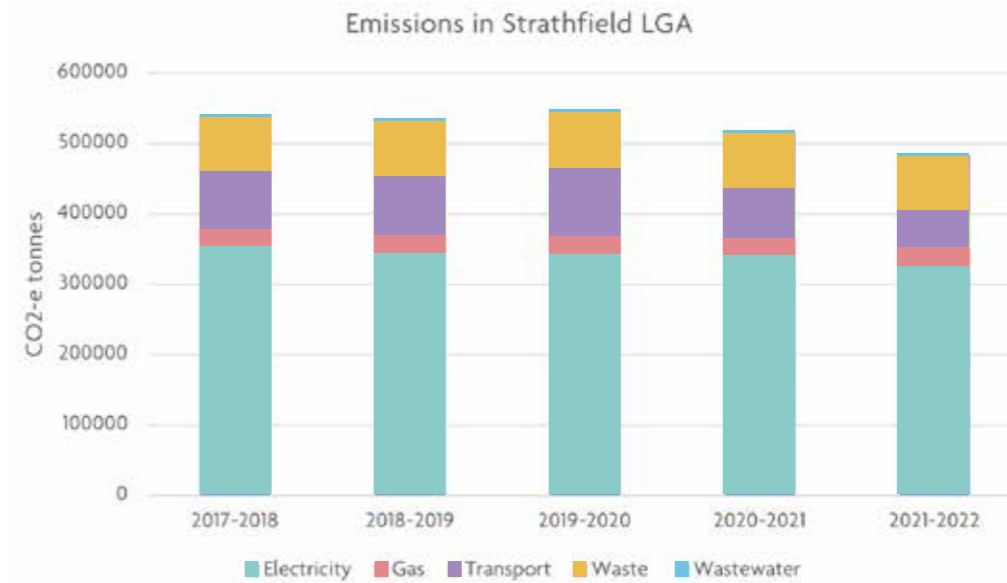
“There has been an overall decline in both the total and per person amount of energy use in the Strathfield LGA.”

Strathfield LGA - Energy Consumption and Emissions

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

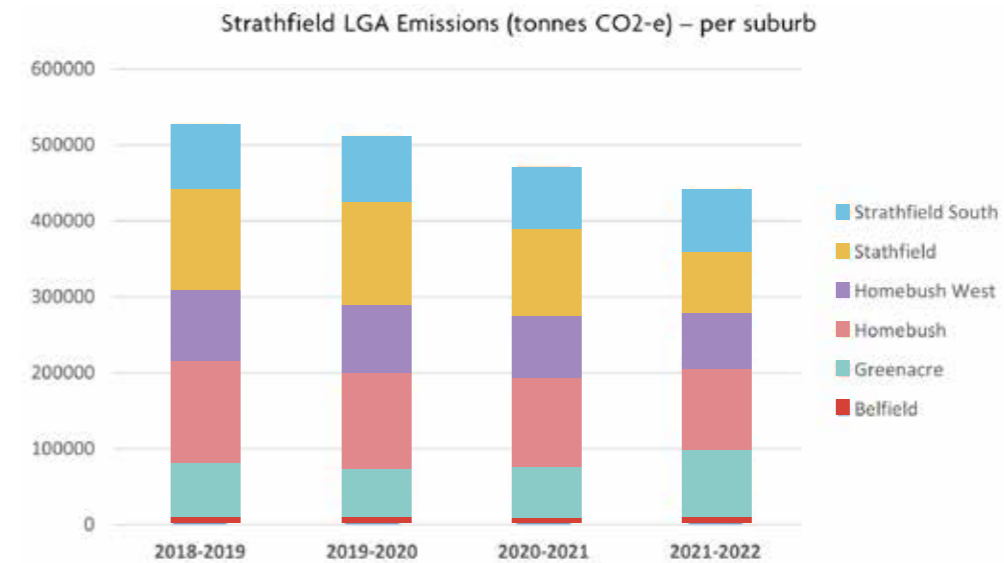
Strathfield LGA emissions by source

Emissions generally have declined in Strathfield LGA since 2017-2018. However, this is largely due to the impact of COVID pandemic lockdowns, reduced travel and working from home protocols. This is particularly noticeable in the decline in transport emissions from 96,306 CO2-e tonnes in 2019-2020 to 53,416 CO2-e tonnes in 2021-2022.



Strathfield LGA emissions – per suburb

Strathfield LGA Emissions (tonnes CO2-e) indicate a general decline in the Strathfield LGA and across most suburbs, likely due to the impact of COVID measures in 2020-2022.



Air Quality

Air quality data is collected by the NSW Department of Planning and Environment on a 24 hour cycle. 97% of days in 2022-2023 in the Strathfield LGA and surrounds were categorised as good days, which is a slight increase from the previous year.

Year	Good	Fair	Poor	Very Poor	Extremely Poor	% Good days per year
2022-2023	354	9	1	0	1	97%
2021-2022	349	14	1	1	0	96%

Tree canopy

Green tree canopies are crucial in providing vital shade that reduces ambient temperatures and mitigates the urban heat island effect. They increase biodiversity and habitat, improve air quality by removing airborne particles and air pollution, mitigate the impact of climate change, act as a storehouse and sequester carbon dioxide and reduce stormwater flows and nutrient

Trees also have social benefits by providing a sense of place and creation of local identity, improving community cohesion through an improved public domain, encouraging outdoor activity, reconnecting children with nature, reducing heat-related illness and improving mental wellbeing. Trees also increase property values, reduce energy costs, decrease health costs and reduce drainage infrastructure costs.

Tree canopies are calculated across all land types in the LGA including residential, industrial, parklands and roads. The Greater Sydney goal by 2036 is 40% tree canopy cover. However, the estimated tree canopy of the Strathfield LGA is 17% (NSW Planning, Industry and Environment 2019), which is well below the goal of 40%. There is considerable variation within the Strathfield LGA of tree canopy coverage ranging from higher coverage in parks and reserves such as Coxs Creek Reserve (67%) and Ford Park (57%) to very low cover of under 3% on some large industrial sites in Strathfield South and Homebush. Some residential streets in the Strathfield LGA are under 10% tree canopy cover. All land uses including private dwellings and industrial sites will need to improve their tree canopy



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

cover in order to improve the canopy of their suburb and the Strathfield LGA. Tree canopy goals for the Strathfield LGA cannot be met entirely through tree

plantings on public land such as street and park trees. New canopy data is likely to be available in the next financial year.

Waste generation in Strathfield LGA

Council does not manage industrial and commercial waste, which in 2021-2022 generated 41% of all waste in the Strathfield LGA. In the five years of data from 2017-2018 to 2019-2020, all types of waste including commercial and domestic (solid waste, recycling and green) increased. Total waste generation in the Strathfield LGA reached its highest level of 129,079,209 kilos in 2019-2020, however due to impact of COVID, total waste fell to 111,290,575 in 2021-2022. During the peak period of the COVID pandemic between 2020-2022, commercial waste and recycling declined each by around 10,000,000 kilos per year, while solid waste and green waste increased likely as a result of restricted movement and lockdowns. The most recent data is from 2021-2022, however it is likely that waste generation will increase with return to pre-COVID levels.

Waste Generation by Source (kg)

Waste type	2018-19	2019-20	2020-21	2021-22
Commercial and industrial waste	54,084,290	54,579,787	46,352,048	45,415,949
Green waste	2,637,880	2,244,460	2,451,260	2,768,490
Municipal solid waste	9,978,579	10,210,060	11,551,500	11,314,990
Recycling	61,600,886	62,044,901	52,375,686	51,791,146
All	128,301,636	129,079,209	112,730,494	111,290,575

Source: Resilient Sydney platform





Our Governance

Councillors: (left to right) Cr Matthew Blackmore, Cr Nella Hall, Cr Benjamin Cai, Cr Karen Pensabene, Cr Sandy Reddy, Cr Raj Datta, Cr Sharangan Maheswaran



Deputy Mayor Cr Sandy Reddy, Mayor Cr Karen Pensabene

Democratic governance

Strathfield Council is incorporated under the Local Government Act 1993. Council is an elected system of government and is directly accountable to the local community. Council is an independent, statutory corporation responsible for administering a local government area (LGA) under its jurisdiction. Leadership of councils is provided by 'the council' – the elected councillors.

Strathfield Council is comprised of seven councillors, who are elected by the residents and ratepayers of the Strathfield LGA. The current Council term commenced in December 2021. The next Council election is scheduled for September 2024. The Act gives NSW councils broad powers to independently plan for and manage local community services and facilities in consultation with their local community.

“The elected councillors make the policies and decisions that drive and shape the direction and achievement of the LGA’s vision into the future. They work together with the community and the General Manager to set the strategic direction of the LGA.”

The role of the Councillors is to direct and control the affairs of the Council in accordance with the Local Government Act 1993 and other applicable legislation. The elected councillors make the policies and decisions that drive and shape the direction and achievement of the LGA’s vision into the future. They work together with the community and the General Manager to set the strategic direction of the LGA. Their role is defined in the Local Government Act 1993, to:

- represent the interests of electors, ratepayers and residents
- provide leadership and guidance to the community
- facilitate communication between the community and the Council
- participate in local government decision-making processes at Council and committee meetings.

Councillors elect the Mayor every two years (or when a vacancy arises between elections) and the Deputy Mayor every year. The Deputy Mayor performs the functions of the Mayor when authorised to do so.

The role of the Mayor is to:

- preside at meetings in accordance with the Act
- provide leadership and guidance to the community
- carry out civic and ceremonial duties on behalf of the local government
- speak on behalf of the local government
- liaise with the General Manager on the affairs of local government and the performance of its functions.

Councillors elect the Mayor every two (2) years and the Deputy Mayor every year.

Councillor fees and expenses

The Mayor and councillors receive an annual fee endorsed by Council and set within the approved range by the Local Government Remuneration Tribunal. The maximum Mayor’s fee for 2022-2023 was \$46,010 plus a Councillor fee of \$21,100. Councillors’ fees for 2022-2023 were \$21,100 each Councillor. The Mayor and Councillors also receive reimbursement of expenses relating to their roles, as detailed in Council’s Councillor Expenses and Facilities Policy. This policy was reviewed and adopted on 7 February 2023.

Conduct of councillors

Council’s Code of Conduct incorporates the provisions of the Model Code of Conduct for Local Councils in NSW. It sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence
- act in a way that enhances public confidence in local government.

Failure by a councillor to comply with the standards of conduct constitutes misconduct under the Local Government Act 1993, which provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office. A councillor who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years. The Code of Conduct was reviewed and adopted by Council on 6 December 2022.

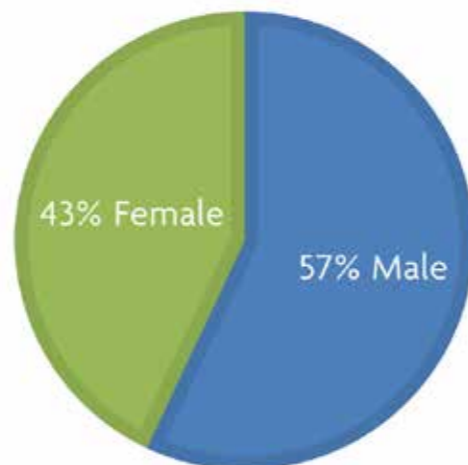


Cr Sandy Reddy, Cr Matthew Blackmore

Mayor and Councillors



Strathfield Councillors - Gender Diversity



Mayor and Deputy Mayor

The positions of Mayor and Deputy Mayor are elected from and by the Councillors. The following councillors served as Mayor and Deputy Mayor for the following periods during this term of Council.

Dates of service	Mayor
12 January 2022 – 2 March 2023	Cr Matthew Blackmore
2 March 2023 – 5 September 2023	Cr Karen Pensabene
5 September 2023 - current	Cr Karen Pensabene

Dates of service	Deputy Mayor
12 January 2022 – 2 March 2023	Cr Karen Pensabene
2 March 2023 – 5 May 2023	Cr Matthew Blackmore
5 May 2023 – 5 September 2023	Cr Benjamin Cai
5 September 2023 – current	Cr Sandy Reddy

Councillors 2022 - 2023



Councillor Matthew Blackmore
Cr Blackmore was born, raised and educated in Strathfield. Cr Blackmore is a passionate advocate for the residents of the Strathfield LGA and strives to ensure that Strathfield is a top place to live. Cr Blackmore was first elected to Council in September 2017 and was re-elected in December 2021. Cr Blackmore served as Mayor in 2022-2023 and has been elected three times as Deputy Mayor during his time on Council.

Address: PO Box 120, Strathfield NSW 2135
Telephone: 0406 099 048
Email: cr.mblackmore@strathfield.nsw.gov.au

Cr Blackmore has chaired Council's Traffic Committee, Audit, Risk and Improvement Committee and represented Council at SSROC. Cr Blackmore since his election has held street meetings in local streets across Strathfield Council area to listen to the real eyes and ears of the community the residents who are the cornerstone of our community. As an independent Cr Blackmore was a founding member of Strathfield Independents a local political organisation and has been strongly fighting for Council to focus on Local issues rather than State or Federal politics.



Councillor Benjamin Cai
Cr Cai was first elected to Council in December 2021. Cr Cai served as Deputy Mayor in 2023.

He has been a member of the Wellbeing Advisory Committee and Multicultural and Diversity Advisory Committee. Cr Cai migrated to Australia from China over 30 years ago and has lived in Strathfield for more than 20 years. He has a background in sales and is currently a director of a finance company.

He graduated from the University of NSW with two (2) degrees, majoring in linguistics and education. He has a long history of involvement in community organisations and is a former President of the Lions Club. Being a councillor has provided him with the opportunity to improve connections, social and economic wellbeing of local communities through his service at Strathfield Council.

Address: PO Box 120 Strathfield NSW 2135
Telephone: 0407 314 370
Email: cr.bcai@strathfield.nsw.gov.au



Councillor Raj Datta

Cr Datta was first elected to Strathfield Council in 2012, where he served until 2017. He was elected for his second term in December 2021.

Cr Datta has worked in Senior Management roles in the corporate sector for over 30 years. He holds the following qualifications: B. Sc. (Hons), B. Eng. (First Class), MBA.

Cr Datta is former President of many different community organisations in NSW. He worked collaboratively in 2012 with 29 large Temples and community organisations in NSW to establish the Deepavali Festival Committee (DFC) of NSW. He organised the first ever Deepavali celebration in the Parliament House of NSW, which still continues annually, and his contribution was acknowledged by the NSW Government in 2022. With the success of this Deepavali celebration in promotion of Multiculturalism in NSW, successive Governments of NSW introduced many other cultural celebrations such as Vaisakhi, Budh Purnima, Hanukah, Eid and similar other events in the Parliament House of NSW, which have assisted in transforming the Parliament House of NSW into a true people's house. In 2010 working collaboratively with the then NSW Government, Cr Datta instituted Premier's Award for the Australians of Indian Sub-continental heritage and many other ethnic heritages. In 2012, Cr Datta as the Chair of the DFC, organised the inaugural Interfaith conference in the Parliament House of NSW. In 2015 Cr Datta played the key role to stop amalgamation of the Strathfield Council. Cr Datta is devoted to community service and is a passionate supporter of the Australian values of equality, social equity, non-discrimination and fair go for all Australians.

Address: PO Box 120, Strathfield NSW 2135
Telephone: 0407 334 908
Email: cr.rdatta@strathfield.nsw.gov.au



Councillor Nella Hall

Cr Hall was first elected to Council in September 2017 and was re-elected in December 2021. She

served as Deputy Mayor in 2017-2018 and 2021. Cr Hall spent her early childhood in neighbouring Enfield before buying in Strathfield in 2001. She is a qualified accountant with a Bachelor of Commerce degree and a local business owner. Cr Hall was an inaugural member of the Save Our Councils Coalition and Save Our Strathfield community groups which fought against the forced amalgamation of councils. Cr Hall is also a Director of several community groups including the local community radio station 2RDJ FM and is the current Community Director of Strathfield Rotary. Cr Hall is passionate about serving her community and has clocked thousands of hours of community work. She was awarded Strathfield Citizen of the Year in 2017. Since her election to Strathfield Council, she has actively resolved hundreds of resident issues and has held over 150 weekly street meetings to ensure that the voice of residents is heard.

Address: PO Box 120, Strathfield NSW 2135
Telephone: 0428 307 097
Email: cr.nhall@strathfield.nsw.gov.au



Councillor Karen Pensabene

Cr Pensabene was first elected to Council in September 2017 and was

re-elected in 2021. She was elected Mayor in March 2023 and served as Deputy Mayor in 2020-2021 and 2022-2023. Cr Pensabene has been a resident of Strathfield for over 25 years. In that time she has served on many community organisations such as Meals on Wheels, president of Parent and Friends Associations, Traffic and Safety co-ordinator at her local school and represented residents at many community events.

Cr Pensabene's involvement in the community based Save Our Councils Coalition in 2015 campaign against the State Governments Forced Amalgamation plan.

She was awarded the Strathfield Citizen of the Year Award for 2017. Her experience in successfully advocating against Council amalgamation inspired her to seek election as a Councillor.

Cr Pensabene is passionate about the community she represents. She enjoys engaging with and helping residents and has made huge contributions to the management and distribution of Council's facilities. As Mayor for the past year, she considers that it is an absolute pleasure to represent this fantastic community. It is her aim to create a better Strathfield Community by engaging in and contributing to all community functions. She looks forward to an exciting 2024 where we all move toward making Strathfield a great place to live and work.

Address: PO Box 120, Strathfield NSW 2135
Telephone: 0428 410 856
Email: cr.kpensabene@strathfield.nsw.gov.au



Councillor Sharangan Maheswaran

Cr Maheswaran was first elected to Council in December 2021. Cr

Maheswaran has lived in Strathfield for most of his life including attending Strathfield South Primary School. While on Council he is the inaugural chair of the Economic Development and Partnership Advisory Committee and has served as the Deputy Chair of the Cooks River Alliance. Cr Maheswaran is passionate about reforming Council with new ideas to modernise services, lower costs, and improve the quality of our built and natural environment. Cr Maheswaran is a lawyer by profession specialising in complex disputes. Cr Maheswaran has a Bachelor of Arts (Honours) from the University of Sydney, a Juris Doctor (Hons) from the University of New South Wales and a Master of Law (Hons) from the Columbia University in New York City.

Address: PO Box 120, Strathfield NSW 2135
Telephone: 0417 372 672
Email: cr.smaheswaran@strathfield.nsw.gov.au



Councillor Sandy Reddy

Cr Sandy Reddy was first elected to Council in December 2021. She was

elected Deputy Mayor in September 2023. She is currently the Deputy Mayor and Chair of the Multicultural and Diversity Advisory Committee. She is focused on getting to know local residents and assists them by raising their issues at Council meetings. She is a strong believer that "small acts, when multiplied by millions of people, can transform the world".

Sandy is a first generation migrant Hindu from India. She holds a Bachelor of Law, Master of Anthropology and also completed her Graduate Certificate in Migration Law from Australian National University. She runs her own practice of Education and Migration Services and lives in Strathfield with her husband and children.

Sandy has always been a keen volunteer in the local community and involved in a range of activities including coordinating school chess tournaments, Clean up Australia, Share the Dignity, volunteering at State Emergency Services and providing free migration services. Sandy was awarded Strathfield Citizen of the Year in 2020 and has received primer recognition for her services during the bushfires.

Address: PO Box 120, Strathfield NSW 2135
Telephone: 0407 234 391
Email: cr.sreddy@strathfield.nsw.gov.au

Council meetings and sub-committees

Strathfield Council is required to meet at least ten (10) times per year. Ordinary meetings are meetings scheduled on a monthly basis, usually the first Tuesday of each month. Extraordinary meetings are additional meetings called between scheduled ordinary meetings. Council meetings deal with reports prepared by staff on policy, finance, land use planning, the results of public exhibitions and consultation, legal matters, legislative requirements and other matters of interest to the community. The Mayor and councillors can also raise matters to be debated at Council meetings through mayoral minutes, notices of motion and rescission motions. A decision or resolution is made when a majority of councillors vote in favour of a motion.

The public is welcome to attend Council meetings, with the exception of confidential sessions. Council meetings are live broadcasted enabling all members of the public to watch Council proceedings from their homes or remote locations. Agendas of Council meetings are published on Council's website a minimum of three (3) days prior to the meeting. Meeting minutes are available on the website.

Councillor Meeting Attendance

Name of Councillor	Ordinary meetings	Extraordinary meetings	Total
Cr Matthew Blackmore	11	5	16/16
Cr Nella Hall	11	4	15/16
Cr Karen Pensabene	10	5	15/16
Cr Benjamin Cai	10	5	15/16
Cr Raj Datta	11	5	16/16
Cr Sandy Reddy	11	5	16/16
Cr Sharangan Maheswaran	10	3	13/16

Councillor Workshop Attendance 2022-2023

A total of 18 Councillor Workshops were held in 2022-2023. This table records workshop attendance.

#	Date of Workshop	Name of Councillor						
		Blackmore	Cai	Datta	Hall	Pensabene	Reddy	Maheswaran
1	19 Jul 2022	✓	✓	✓	✓	✓	✓	-
2	16 Aug 2022	✓	✓	✓	✓	✓	✓	✓
3	13 Sept 2022	✓	✓	✓	-	✓	✓	-
4	20 Sep 2022	✓	✓	✓	-	✓	✓	-
5	28 Sep 2022	✓	✓	✓	-	✓	✓	✓
6	11 Oct 2022	✓	✓	-	✓	✓	-	✓
7	19 Oct 2022	✓	-	✓	✓	✓	✓	✓
8	26 Oct 2022	✓	✓	✓	✓	✓	✓	✓
9	8 Nov 2022	✓	✓	✓	✓	-	✓	✓
10	15 Nov 2022	✓	✓	✓	✓	✓	✓	-
11	22 Nov 2022	✓	✓	✓	✓	✓	✓	-
12	24 Jan 2023	✓	✓	✓	✓	✓	✓	✓
13	15 Feb 2023	✓	✓	-	-	✓	✓	✓
14	21 Feb 2023	✓	-	✓	-	✓	✓	✓
15	21 Mar 2023	✓	✓	-	✓	✓	-	-
16	18 Apr 2023	✓	✓	✓	✓	✓	✓	✓
17	23 May 2023	-	-	✓	-	✓	✓	-
18	20 Jun 2023	✓	✓	✓	-	✓	✓	✓
Total		17	15	13	10	17	16	11

Council Committees

The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public over the 2022-2023 year.

Committee	Purpose	Councillor members
Cooks River Alliance (CRA)	Regional partnership of Councils and agencies in the Cooks River catchment working to improve the health of Cooks catchment	Councillor Pensabene and Councillor Maheswaran
Parramatta River Catchment Group (PRCG).	Regional partnership of Councils and agencies in the Parramatta River catchment working to improve the health of the Parramatta River.	Councillor Pensabene and Councillor Reddy
Traffic Committee	Consider all traffic, parking and transport management issues in accordance with delegated powers from Transport for NSW.	Councillor Blackmore and Councillor Pensabene
Audit, Risk and Improvement Committee	Advise Council on compliance, risk management, fraud control	Councillor Blackmore (Delegate), Councillor Pensabene (Delegate), Councillor Datta (Alternate), Councillor Maheswaran (Alternate) and Councillor Hall (Alternate)
Southern Sydney Regional Organisation of Councils (SSROC)	A focus of Councils spanning southern, eastern, central and inner west suburbs, interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.	Councillor Blackmore, Councillor Pensabene and Councillor Cai

The following Chair and Deputy Chairs were appointed to Council Advisory Committees for the 2022-2023 year:

Committee	Councillor Chair/Deputy
Multicultural and Diversity Advisory Committee	Chair Councillor Reddy Deputy Councillors Cai and Datta
Wellbeing Advisory Committee	Chair Councillor Pensabene Deputy Councillors Cai and Reddy
Local Economic Development and Partnership Advisory Committee	Chair Councillor Maheswaran Deputy Councillors Reddy, Hall and Datta



Councillors: (left to right) Cr Karen Pensabene, Cr Raj Datta, Cr Sandy Reddy, Cr Matthew Blackmore

Engaging Our Community

Council is committed to delivering effective, efficient services that meet the expectations and needs of the community. Local knowledge, ideas and feedback from the community are essential to ensure Council's decision-making improves community wellbeing and long-term sustainability.

“Local knowledge, ideas and feedback from the community are essential to ensure Council’s decision-making improves community wellbeing and long-term sustainability.”

Council has adopted two (2) guiding strategies on community engagement. The Community Engagement Strategy (CES) was adopted in December 2022 and applies to all Council community engagement with the exception of specific planning and development matters which are set out by the Community Participation Plan (CPP).

The CES is based on IAP2 principles and recognises that engagement must be tailored to particular circumstances, taking into account factors such as level of impacts, complexity, risk, significance, sensitivity, timing or opportunity. Strathfield’s community is highly diverse and made up of a large number of stakeholders with various interests, opinions, interests and experience. Council engages the community through a range of methods, including online and face to face. Engagement can

be about specific projects, or ongoing dialogue with key stakeholders, such as community groups, sporting groups, business and industry, State and Federal agencies, advisory committees and partners.

In November 2022, Council launched the new online ‘Have Your Say’ engagement site, which is part of the Council website. Between November 2022 and June 2023, the new engagement site attracted a total of 9,886 views, 6,676 visits, 4,538 visitors and 1,633 individual feedback contributions.



Engagement method	Description
Have Your Say	The ‘Have Your Say’ engagement site was launched in November 2022. This site provides a range of tools supporting community engagement including surveys, submissions and documents.
E-News	E-News is distributed by email on a weekly basis to registered subscribers and contains information on events, activities and notifications of proposals which are seeking community feedback.
Surveys	Surveys are commonly used to obtain feedback from the community. Surveys managed by Council are generally available online through the Have Your Say site.
Workshops and Focus Groups	Facilitated workshops and focus groups are used to involve the community and obtain feedback through interaction.
Submissions	Council accepts submissions to any publicly notified engagement including proposals, plans, policies and development applications or planning proposals etc.
Website	The Council website provides a range of information including latest news, key projects, public notices, Council meeting reports and minutes and important documents such as strategies, plans and policies for viewing or downloading.
Letters	Notifications are often sent by letter to members of the community likely to be directly affected by a proposal.
Social Media	Council utilises a range of social media to inform the community and stakeholders of engagement opportunities, providing links to information and the Have Your Say site.
Print newsletters	Council issues a monthly print newsletter to households with information on recent and upcoming events, decisions and proposals.
Print flyers	Print flyers may be distributed as part of a specific community engagement.
Banners, posters	Posters for events and community engagements may be displayed in Council’s public places (customer service, library and community centres) to advertise engagement opportunities.
Rates notices	Council may provide information updates for ratepayers accompanying rates notice on an annually and/or quarterly basis.

Some of the major community engagements assessed as high level of impact that were held in 2022-2023 included:



Special Rate Variation

Community engagement was held over December 2022 and January 2023 in relation to proposals to improve Council's financial sustainability including a Special Rate Variation. The engagement was focused on providing multiple opportunities for the community to receive information and provide feedback. This included community surveys, submissions, printed information packages issued to each household, website notifications, public meetings (including online), eNews and drop-in sessions. Council's 'Have Your Say' engagement site provided a vast range of documents, frequently asked questions, access to the survey and feedback. The site attracted 4,036 views, 2,757 visits, 1,886 visitors, 280 individual contributions and 831 document downloads. Council also received feedback via emails, letters and interviews. Council was presented a report on 28 February 2023 detailing outcomes from the engagement process.

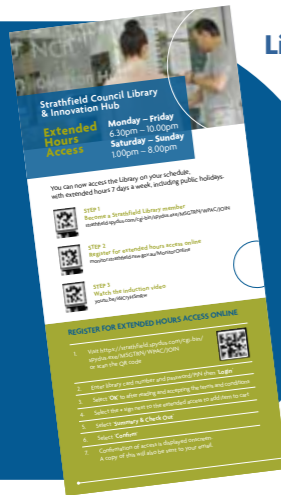
Connector Bus Review

The review of the Community Bus Service was held during December 2022 and January 2023 and attracted significant community feedback including over 1110 completed surveys. A range of engagement methods were used including community surveys, submissions, website notifications, eNews and drop-in sessions. Council's 'Have Your Say' site attracted 3,144 views, 2,738 visits, 1,982 visitors, 988 individual contributions and 107 downloads. Council was presented a report on 28 February 2023 detailing outcomes from the engagement process.



Library extended access

Council trialled extended hours access to Strathfield Library from November 2022 to April 2023. An evaluation of the trial was opened to community feedback. A range of engagement methods were used including community surveys, submissions, website notifications, eNews notifications and social media. The 'Have Your Say' site attracted 922 views, 833 visits, 717 visitors, 161 individual contributions and 88 downloads of documents. Based on the high levels of community support, extended access has been implemented permanently.



Plans of Management

Both Strathfield Park and Bressington Park contain Crown Land. New draft plans of management were prepared for each park, after consultation with Crown Lands, which were consulted with the community during 2022-2023. A range of engagement methods were used including community surveys, submissions, website notifications, eNews notifications and social media. The Strathfield Park Plan attracted more community feedback than Bressington Park. Following the engagement process, reports detailed feedback were presented to Council and both plans were adopted.

What our Community thinks

Council commissions a community survey on a regular basis to ask the community how satisfied they are with a range of Council services and programs. The results of the survey are used to help us plan and evaluate our business and performance.

Why is it conducted and how, who?

Council commissions an independent community survey on a frequent basis. The survey involves residents of the Strathfield Council area who are randomly selected to participate and answer a series of questions about what is important to them and how satisfied they are with a range of local services and programs. The results of the survey assist in preparing and implementing plans. They also provide data for a number of our performance measures in our Community Strategic Plan, which are tracked over multiple reporting periods. The 2023 survey was managed by Taverner Research. Previous surveys were held in 2021 and 2019.

How did the Strathfield Community rate Council's performance?

86% of residents expressed that they were at least fairly satisfied with Council's performance over the last 12 months.

What services does our community rate as improved?

The services that showed the highest improvements of ratings (excellent and good) were the condition and quality of local infrastructure:

- Roads (51% 2023, 35% 2021)
- Footpaths (51% 2023, 42% in 2021)
- Kerbs, gutters and drainage (46% 2023, 35% 2021)

What services does our community highly rate?

The highest rated services, which rated excellent or good above 80% included:

- Quality and condition of the library building (92% 2023, 88% 2021)
- Library services (87% in 2021 and 2023)
- Access to parks and services (87% 2023, 81% 2021)
- Quality and condition of sportsgrounds (86% 2023, 81% 2021)
- Safety when using public transport (84% 2021, 85% 2021)
- Quality and condition of children's playgrounds (83% 2023, 84% 2021)



Our Partnerships

Who we are working with

Aboriginal Heritage Office and Indigenous organisations 	Ambulance and Fire Brigade 	Australian Catholic University 	Australian Library and Information Association 
Biodiversity organisations 	Birdlife Australia 	Burwood Council, City of Canada Bay Council, City of Canterbury-Bankstown Council, City of Sydney	Burwood Community Welfare Services
Community transport service providers 	Department of Planning and Environment 	Disability and Carer providers 	Early Learning Children's Centres
Inner West Neighbourhood Aid	Justice of the Peace (JP) Community Desk Ashfield-Burwood Branch	Land and Housing Corporation 	Local businesses
Local churches 	Local community organisations	Local Government NSW 	Local private and public schools 

Macquarie University 	Metro Assist 	National Library of Australia 	NSW Food Authority 
NSW Government 	NSW Local Area Health District	Cooks River Alliance and Parramatta River Catchment Group	Police Auburn and Burwood Commands
Resilience NSW 	Resilient Sydney	Seniors organisations and groups	Southern Sydney Region of Councils (SSROC) 
State Library of NSW 	Strathfield Homebush District Historical Society	Strathfield State Emergency Services (SES) 	Settlement Services International (SSI)
Sydney Local Health District	Sydney West Metro 	Transport for NSW (TfNSW) 	Volunteer organisations and participants

"The Strathfield Town Hall has been used for the last 100 years for numerous functions including Council Meetings, Citizenship Ceremonies, Weddings, Parties and Dances, Public Meetings, Orchestral, Singing and Theatrical performances and Civic Functions."



RESTORING THE BEAUTY OF STRATHFIELD TOWN HALL



The Strathfield Town Hall was first opened in 1923 and is an important part of the community life of the Strathfield area. The Strathfield Town Hall has been used for the last 100 years for numerous functions including Council Meetings, Citizenship Ceremonies, Weddings, Parties and Dances, Public Meetings, Orchestral, Singing and Theatrical performances and Civic Functions.

As the Town Hall approached its 100th anniversary, a range of works were necessary to address the declining condition of its slate roof and roof frame. The state of the roof caused water infiltration when it rained and damage to the Hall ceilings and the walls. The metal roofed sections of the building also required repairs due to rust and metal fatigue. The Town Hall also required works such interior painting and repairs to walls and improvements to audio/visual equipment in the Hall. Undertaking these works would see the continued service to the community for many years to come.

In 2022-2023, a major heritage conservation work was undertaken with the restoration of the Strathfield Town Hall slate roof and hall interiors. The works required the closure of the Town Hall for most of 2023 but reopened for its 100th anniversary in October 2023.



Our Volunteers

Volunteers play a significant role and contribute to the social, environmental, and cultural well-being of our community and contribute to various Council programs and/or volunteer their time to support a host of community, recreation and culturally based organisations. 9.6% of the local population report doing volunteer work in the last 2021 Census, comprising 8.8% male and 10.5% females. Volunteers come from all walks of life including workers, students, professionals, young people, and retirees. Their efforts have a direct impact on the community by providing assistance and services, which connect and enhance our local community.

Library Volunteer Programs

Strathfield Library's Reading Buddies program pairs volunteers with primary school aged children for a 30-minute reading session per week to increase their reading skills and confidence. 78 sessions were held involving two (2) community volunteers and nine (9) Duke of Edinburgh Award students who volunteered for the community service component of their award.

The Justice of the Peace

The Justice of the Peace (JP) service is run by volunteers and offers a valuable service to Strathfield residents. A total of 85 JP sessions involving 1,361 attendees were provided at Strathfield Library. The JP service is run by volunteers and offers a valuable service to Strathfield residents.

Bushcare and Environment

Council's Bushcare program is a volunteer-based, environmental conservation program which assists with a range of activities to particularly in bushland reserves such as weed removal, tree planting and habitat restoration. The program was relaunched in August 2022 and has run on a regular basis throughout 2022-2023. National Tree Day was held in July 2022 with 232 volunteers planting over 5,000 plants.

Community Choir

Council supports the local community choir, who perform voluntarily at a range of community events. The choir attends practice on a weekly basis. The numbers have grown to 35 regular volunteers in 2022-2023.



Strathfield Community Choir



Strathfield's community organisations

Council acknowledges the vital work performed by many of our local community volunteer organisations which support and provide a wide range of community, recreational and cultural activities. We maintain and regularly update the Community Directory on the Council website which provides information and contact details for our local community organisations.

Scan QR to view our community directory.



BECOMING A VOLUNTEER

Visit the Council website for more information on becoming a volunteer. All volunteers for Council programs complete an induction process and must abide by our Code of Conduct, policies and procedures which set out the expected standards.

Scan QR to view more information about becoming a volunteer.

Our Corporate Governance

Audit, Risk and Improvement Committee

The Audit Risk and Improvement Committee (ARIC) is an advisory committee that provides Council with independent assurance and assistance on its compliance, risk management, financial management, governance, audit, fraud control service delivery and integrated performance and reporting responsibilities. For the period 1 July 2022 to 20 June 2023, the ARIC met four times on 27 September 2022, 22 November 2022, 28 March 2023 and 28 June 2023. Audits were completed for reviews of contract management, IT Strategy and Cyber, management of grants and employment of senior staff. Council's 2021-2022 Financial Statements were also audited and presented to the Council meeting of February 2023. A new internal audit plan was adopted by ARIC in June 2023.

Disclosures of Interest and Gifts and Benefits

A person must not obtain a private benefit or advantage by virtue of their position as a Council official, nor misuse the power or authority of their position to unfairly influence or decide a matter where they have a real or perceived private interest. All staff, councillors and other Council officials are required to disclose promptly and fully any conflicts of interest to prevent bias, and also to remove the perception of bias, in decision-making, which in turn supports the principles of integrity, fairness, transparency and accountability.

Councillors and certain designated staff are required to complete an annual Disclosure of Interest Return. The number of designated staff is reviewed regularly. Annual returns for councillors and designated staff are published on Council's website.

Code of Conduct

Council adopted a revised Code of Conduct on 6 December 2022, which is derived from the Model Code of Conduct for Local Government in NSW. Council's Code of Conduct forms the foundation for a strong ethical culture at Council and sets the minimum standards of conduct for all Council officials - employees, councillors, committee members and contractors. The Code covers general conduct obligations, conflicts of interest (both pecuniary and non-pecuniary), personal benefit, relationships between council officials, access to information and council resources. Councillors and new staff receive Code of Conduct awareness training during induction and refresher training is held on a regular basis.

Service Reviews

To ensure that our services are efficiently and effectively delivered within a framework of accountability, Council prepared methodology to undertake service reviews, which will commence in 2023-2024. In reviewing our services, Council will engage with the community and other stakeholders to determine service levels and appropriate measures. Council's service reviews will examine costs, quality and efficiency of delivery through the collection and analysis of service data that will enable informed decision making. Council is committed to a review of at least two services annually. The following reviews are scheduled for the 2023-2024 financial year: Street Sweeping Service, Civic Works section and the Golf Driving Range Operations. Service Reviews will be monitored by the Audit, Risk and Improvement Committee (ARIC).

Requests for information

Council is committed to providing access to information held by Council under the *Government Information (Public Access) Act 2009*. In the 2022-2023 financial year, Council received 23 formal access applications for information, an increase from 2021-2022 of 18 applications. 91% of formal applications were granted access in full. The majority of information requests were informal applications and a total of 136 applications were received. For more information, please refer to the Statutory Reporting section of this report.

Public Interest Disclosures

Council is committed to the aims and objectives of the Public Interest Disclosure Act and recognise the importance of ensuring that all staff, councillors and contractors are aware of their obligations. In the 2022-2023 financial year, no disclosures were as made under the Public Interest Disclosure Act at Strathfield Council. A more detailed report is available in the Statutory Reporting section of this report.

Policy framework

Council's policies are regularly reviewed, evaluated and updated. In 2022-2023, Council reviewed and adopted new council policies to ensure the suite of policy documents reflect current practice and community expectations. Examples of the policies adopted include Strathfield Planning Agreement Policy, Rates Aggregation Policy, Sports Fields Policy, Hardship Policy, Public Space Advertising Policy, Affordable Housing Tenancy Policy, Sporting Grounds Allocation Policy.

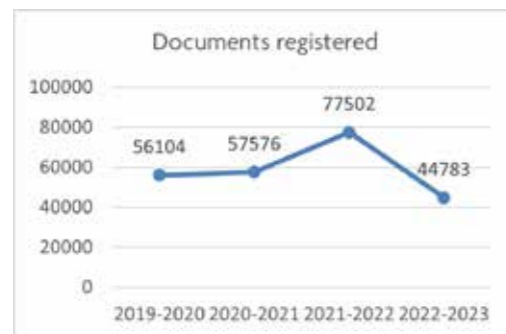


General Manager, Michael Mamo congratulating a long service employee

Digital and Information Management

The number of records registered within our records management system in 2022-2023 was 44,783, a decline from the prior year. However, a large amount of records were migrated into the new Electronic Document Management System (EDMS), which increased the number of registrations in 2021-2022. New staff received records training and refresher training is regularly undertaken.

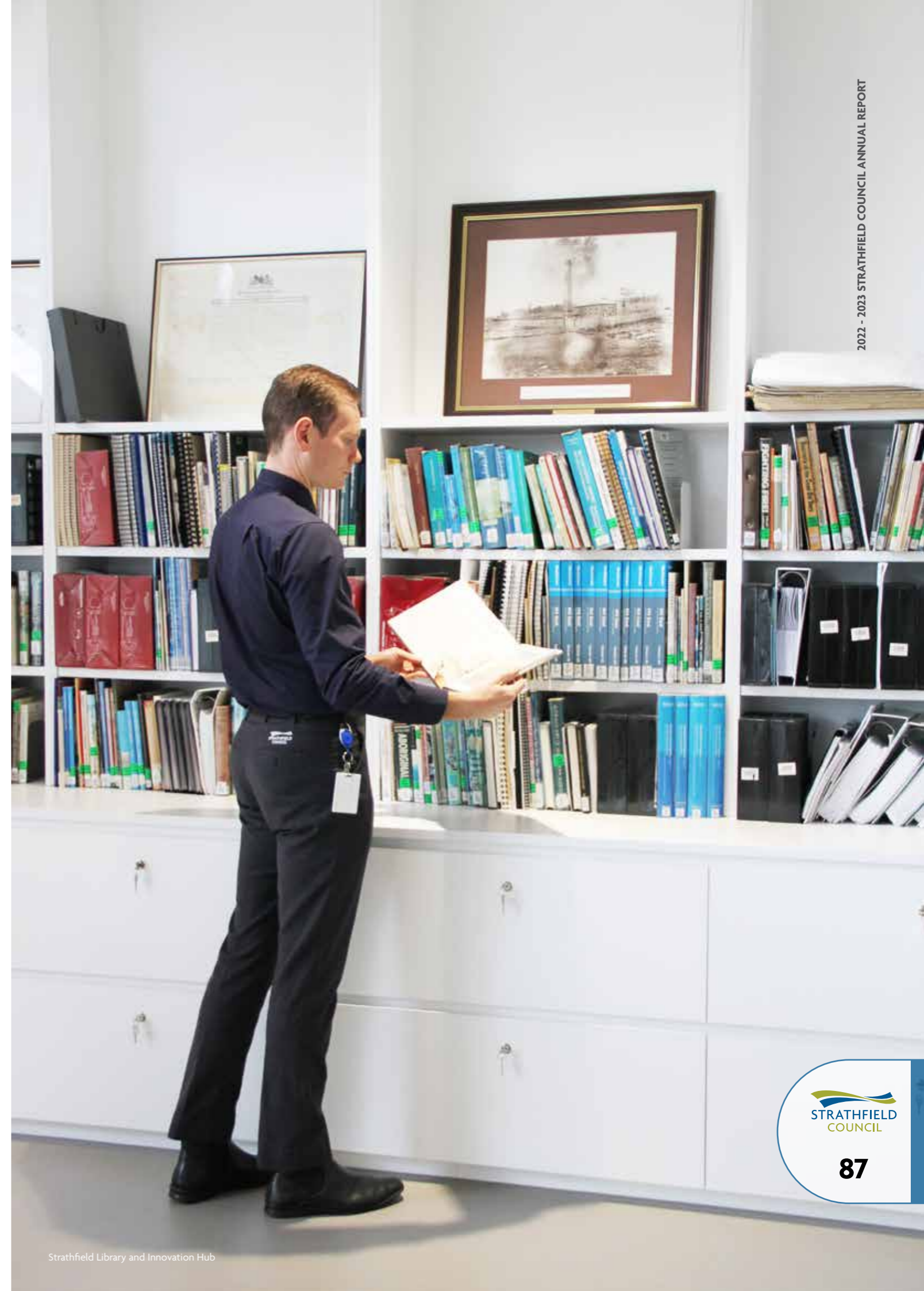
The *Government Information (Public Access) Act 2009* creates a general right of access to wide range of documents held by Council. During 2022-2023, we received and processed 136 informal applications under this Act, a 15% decrease on the previous year.



Digital and Technology

Council is actively focused on improving our data security by upgrading our systems and engaging with our staff to identify threats. Our IT and cyber systems were audited by the Audit Risk and Improvement Committee (ARIC) in 2022-2023. We completed gap analysis and financial forecasts to inform the preparation of an ICT strategy in 2023-2024 and are reviewing the design of our network infrastructure. We implemented

software upgrades for Microsoft Office 365 and migrated to Microsoft In-Tune Device Management System. We are implementing digital business papers, continuing to digitise records and commenced planning for a new website and intranet to be delivered in 2023-2024. New Audio-Visual equipment was installed in the Town Hall to support facilities for meetings and performances.



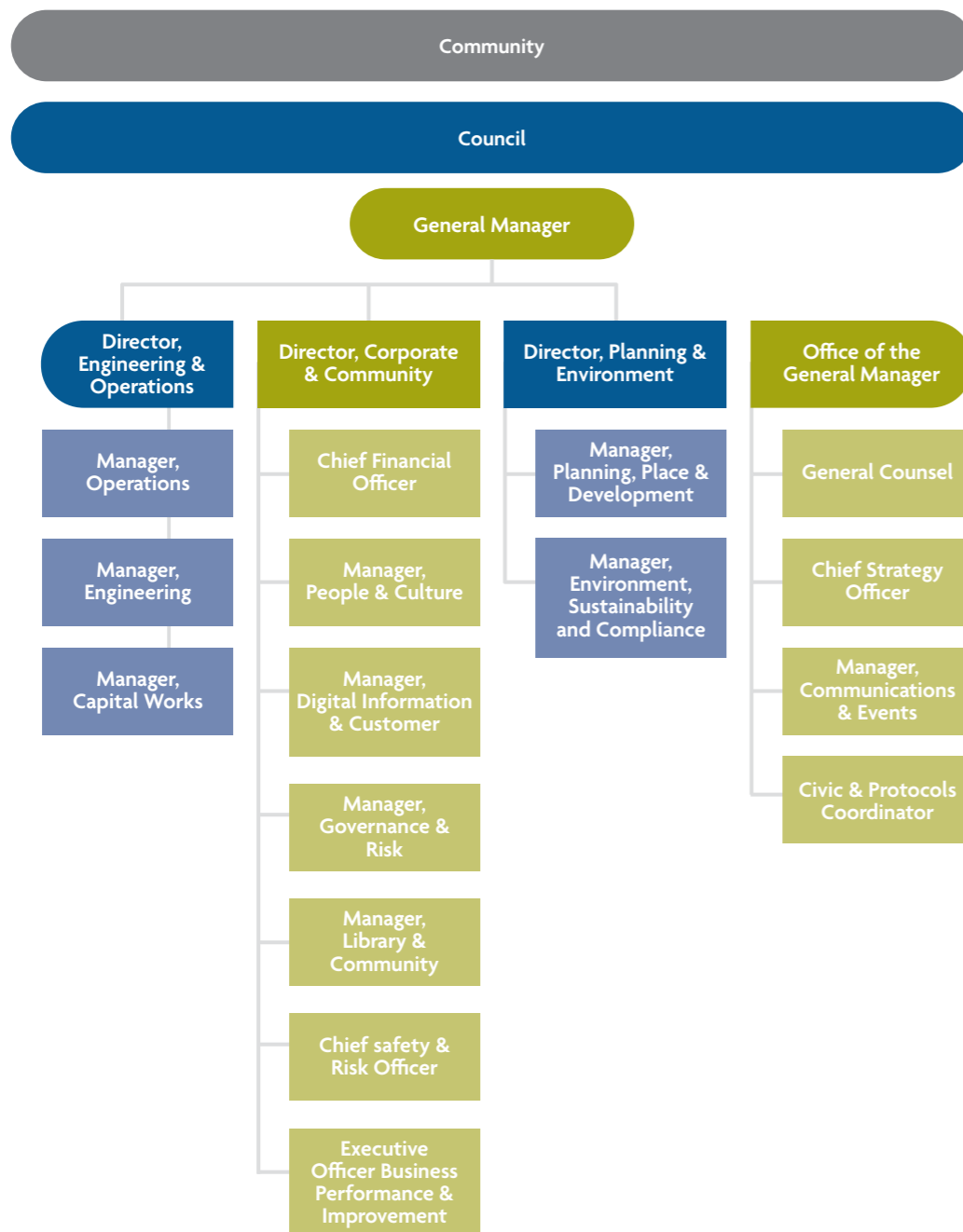


Our Organisation

Our Organisation

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

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



Staff Roadshow August 2023

Our Executive

The day-to-day operations of Strathfield Council are led by the General Manager who is the contact between the elected councillors and administration (employees).

The General Manager is appointed by the elected Council.



Michael Mamo
General Manager

The General Manager is responsible for the overall performance of the Council as well as supporting the Mayor and Councillors, Legal Services, Internal Audit and Business Performance and Improvement.

Michael has over 20 years' experience working in the Local Government. Prior to joining Strathfield Council, Michael worked at Bayside Council as the Director City Performance and before that he was the Chief Financial Officer at Blacktown City Council, having previously worked at Waverley Council and the City of Ryde Council. Michael has an expertise in financial management and a strong enthusiasm to positively shape Strathfield Council.

Cathy Edwards-Davies
Director, Engineering and Operations



The Director Engineering and Operations is responsible for engineering, traffic management, operations and asset management.

Cathy joins Strathfield Council after working at Inner West Council as their Director Infrastructure, and prior to that as the Director Public Works. Cathy was also the Director Works and Infrastructure at Ashfield Council, and the Manager Engineering Services at Woollahra Municipal Council. Cathy has mentored and supported large teams to deliver successful outcomes and thrives on working with teams to ensure objectives are being met as well as the highest level of service possible.

Clare Harley
Director, Planning and Environment

The Director Planning and Environment is responsible for planning, development, compliance, environmental services and regulatory services.

Clare joins Strathfield Council after working at Bayside Council as Manager Strategic Planning since 2017, with a distinguished career in local government and the private sector where she has held leadership roles throughout Australia and in London as a Strategic Planner and Urban Designer. Clare is passionate about delivering great urban design and environmental outcomes for the community which activate the local area and create opportunities to positively connect local communities.



Kristy Watts
Director, Corporate and Community

The Corporate and Community services directorate is responsible for ensuring we have good strategy, governance, and policy in place, and provides key services and contact points for our community.

Before coming to Strathfield Council, Kristy held the position as the Executive Manager People and Culture and the Executive Manager Customer Experience at Blacktown City Council, in addition to the Company Secretary at Blacktown Venue Management. Kristy has significant experience dealing with complex local, national, and international organisations in both the public and private sectors.



Our Profile

Council is committed to ensuring our workforce has the skills to deliver quality services to our community.

As of 30 June 2023, Strathfield Council employed 166 full time staff, eight (8) part time staff and a total headcount of 174 staff (excluding casuals). Information concerning employee demographics and staff turnover is featured in the tables below.

75% of the Executive leadership team are women.

“75% of the Executive leadership team are women.”



Table 1 Total number of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Number of Full-Time Staff	166	167	174	180
Number of Part-Time Staff	8	11	14	15
Headcount	174	178	197	203
Casual Employees	59	58	59	51

Table 2 Demographics of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Number of male staff	117	122	126	126
Male staff (%)	66.86%	68.54%	63.96%	62.07%
Number of female staff	58	56	71	77
Female staff (%)	33.14%	31.46%	36.04%	37.93%

Table 3 Management demographics of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Male staff in Management roles (level 1-4) (%)	58.06%	55.56%	55.88%	53.33%
Female staff in Management roles (level 1-4) (%)	41.94%	44.44%	44.12%	46.66%

Table 4 Staff turnover of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Turnover all staff (%)	39.66%	26.40%	16.24%	21.67%
Total number new starters	39	32	32	50



Staff Initiatives

Several key activities have been implemented in the last 12 months, with a view to ensuring that communication across teams is transparent and accessible. Staff are encouraged to provide feedback on all initiatives, and following the organisation's restructure over the past year, additional undertakings will continue to be added. Measures include:

- Introduction of quarterly all-staff Roadshow events
- Introduction of Senior Leadership team workshops
- Executive training in safety and due diligence
- Executive and Senior Leadership team, leadership program Employee culture survey and action planning,
- Complimentary superannuation sessions
- Health and Wellbeing events such as celebrating RUOK day, participating in the Local Government Blood Drive, and flu shots and skin checks.
- Completion of an organisation wide restructure, enabling broader collaboration of staff
- Development of the Balanced Achievement Review pilot program, to focus on performance managing and ongoing development of individuals.
- Fitness passport
- Working with staff to enable a flexible work environment.



Work, health and safety

Managing work, health and safety

Strathfield Council continues to prioritise workplace health and safety and is committed to providing a safe workplace for all employees. Council has implemented a number of wellbeing initiatives to support staff, which include:

- RUOK? Day all-staff events and ongoing communications to remind individuals of resources available to them and tips on assisting themselves and others.
- A wellness program to encourage staff to stay fit and healthy outside of the workplace.
- Flu vaccinations.
- Complimentary skin and heart health checks.
- Ergonomic assessments for new employees as required and for work groups where incidents or injuries have been prevalent.



Each year, Council undertakes the StateCover self-audit to assess its WHS compliance. This year, we have implemented:

- WHS Purchasing Procedure
- WHS Contractor Management Procedure
- Electrical Test & Tag Procedure.

For the period July 2022 to June 2023, a total of 20 workplace injuries/illnesses were reported to Council's insurer. Of these, 14 were lost-time injuries and six (6) required medical treatment only. An assessment of each individual injury/incident is undertaken to determine the cause and identify any risk mitigation measures. The Executive are briefed on all incidents and are involved in the prevention actions which then ensue.



Our Performance

Planning with our Community

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

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

Meeting our legislative requirements

Our Integrated Planning and Reporting Framework brings together all of Council's plans. This set of interrelated plans reflects the community's vision and guides Council to make the best-value decisions. NSW legislation ensures councils make short, medium, and long-term plans to meet the community's needs and operate more sustainably.

Councils are required to prepare a set of planning documents:

- Community Strategic Plan (10+ years)
- Community Engagement Strategy
 - Delivery Program (four (4) years)
 - Operational Plan (one (1) year).

Councils must also have a 10-year Resourcing Strategy made up of a Long-Term Financial Plan, Asset Management Strategy and Workforce Management Plan. The plans must be based on principles of sustainability and social justice. They must also outline how Council will consult and engage with the community, including by formal public exhibition.

All these plans must align with the community's vision and the Council's long-term objectives. Each council, following its election, must review the plans and make sure they can be used effectively to meet present and future needs. The plans must also be updated annually.



Council is required under the Local Government Act 1993 to adopt an Integrated Planning and Reporting Framework. The Community Strategic Plan is Council's highest-level plan, which identifies the community's main priorities and aspirations for the future and includes strategies for achieving these goals. The plan takes into account social, economic, environmental and civic leadership considerations. Strathfield Community Plan 'Strathfield 2035' is based on the five broad inter-related themes of Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods and Responsible Leadership.

Performance monitoring and reporting in 2022-2023

We reported to Council on our annual budget on a quarterly basis including progress and expenditure on capital and operating projects and all Council services.

We presented to Council reports every six (6) months of progress of DP program including major achievements, financial reporting and status reports of all actions in the Operational Plan. Reports were made for the periods July to December 2022 and January to June 2023.

We presented our Annual Reports for 2021-2022 which included:

- key achievements, organisational performance, service delivery and capital works
- statutory reporting in compliance with local government legislation
- audited financial statements.

Strathfield 2035

Council's long-term community strategic plan, Strathfield 2035, identifies the community's priorities and aspirations for Strathfield's future. This plan guides the development of our integrated plans. Strathfield Community Plan 'Strathfield 2035' is based on the five (5) broad inter-related themes of Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods

and Responsible Leadership. These strategic directions address QBL considerations of social, environmental, economic and civic leadership aspirations.

Delivering our vision

The Operational Plan outlines specific actions and ongoing activities we use each year to achieve the goals identified in the Delivery Program. This includes services, annual budget, capital works program and the rates, fees and charges. The Delivery Program, and Operational Plan is reviewed annually.

Committed to the Quadruple Bottom Line

The Integrated Planning and Reporting Framework provisions of the Local Government Act 1993 (Local Government Act) require councils to plan social, environmental, economic and civic leadership and governance issues in an integrated way. This is known as the quadruple bottom line (QBL) principle. QBL helps ensure councils operate sustainably and balance all the needs of the community. QBL reporting is included in the Performance Reporting section of this report under each theme.





Homebush Vibes

Meeting the goals of the 2022-2026 Delivery Program

Council made good progress in the first year of our Delivery Program 2022-2026. This section of the Annual Report details our achievements.

A summary of Council's performance across the strategic directions and focus areas of the Delivery Program is provided on page 46. More details of key achievements, highlights and performance measures in each theme

“As at 30 June 2023, 86% of all actions for 2022-2023 were completed, 11.7% are progressing and 2.3% were delayed..”

of program is provided throughout the remainder of this section.

The Operational Plan for 2022-2023 is the first annual installment of Council's

4-year Delivery Program 2022-2026. The 171 actions set by Council in our Operational Plan represented Council's external and internal services, key projects and works programs. As at 30 June 2023, 86% of all actions for 2022-2023 were completed, 11.7% are progressing and 2.3% were delayed.



Connectivity

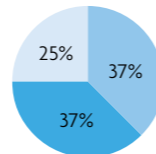
The Connectivity Theme concerns understanding how Strathfield connects and integrates with the broader Inner West and Sydney region is critical to providing transport that is easy and safe to use, planning infrastructure that is adequate for growth and improving information and communication technologies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

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Connectivity Theme's goals and strategies of the Community Strategic Plan.

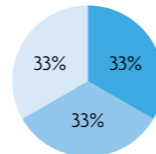
Actions 2022-2023

completed ● progressing ● challenges ●

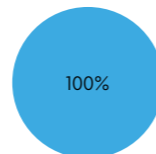
Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density



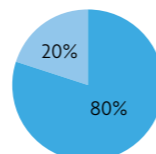
Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs



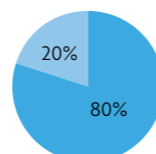
Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options



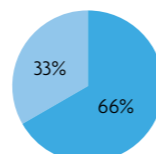
Manage effective and safe local traffic and transport services and well-maintained infrastructure



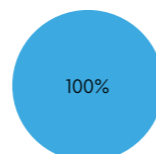
Review and manage plans and initiatives to improve road safety and provide fair access to parking



Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities



Design and implement technology-based solutions that support enhanced and improved public information access and service delivery



ACHIEVEMENTS

- We completed an **extensive condition of assets review** and prepared new plans to support asset renewal programs which prioritised works based on condition ratings and community service level standards.
- We **collaborated with schools to create safe environments** particularly during the school drop off and pick up hours and upgraded the crossings for a number of pedestrians.
- We **reviewed the connector bus service** and extensively engaged with the community to ascertain local usage and transport needs.
- We **installed traffic signals** at Parramatta Rd, Plaza Rd and Flemington Rd to address a longstanding safety concern.
- We **completed the 2022-2023 asset renewal program** for roads, footpaths, drainage, parks and buildings.
- We closed the historic **Strathfield Town Hall** for most of 2023 for important **conservation and restoration works** which were completed in time for its centenary celebration in October 2023.
- We were **approved to receive in excess of \$21 million in grant funding** from the NSW Government WestInvest funding scheme for capital works in Airey Park, Hudson Park, Beggell Field, Strathfield Park and Cooke Park. Masterplans for these parks were prepared in 2022-2023 for further consultation.
- We completed the building of some **new recreational facilities in Hudson Park East** including additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.
- We **opened two (2) new shared pathway bridges** across Powells Creek Homebush at Lorraine Street and Hamilton Street to improve pedestrian and cycle connections from Homebush to North Strathfield and extend our regional pedestrian/cycle networks which connect through to Botany Bay.
- We **adopted Plans of Management** for Strathfield Park and Bressington Park after gaining approval from Crown Lands.



“...a small permanent population of between 5 to 10 GGBF frogs are now present on the site.”



HOPPING WITH HOPE



The Greenacre Frog Pond is built on a site formerly occupied by the Enfield Brickworks. These brick pits became an important habitat site for the Greenacre population of the Green & Golden Bell Frog (*Litoria aurea*) (GGBF). The GGBF are listed as Endangered under the Biodiversity Conservation Act 2016 and Vulnerable under the Environment Protection and Biodiversity Conservation Act 1999. While most of the brick pits were filled and subdivided, a small frog habitat area was created near Bellfrog Street Greenacre. Over time, the population of the GGBF deteriorated and from around 2012, no sightings of the GGBF were registered. In 2020, Council adopted a new Plan of Management for the Greenacre Frog Ponds which included actions to improve the condition of the site to encourage repopulation of the GGBF at Greenacre.

Council has worked with the Frog and Tadpole Study Group of NSW to revitalise the frog ponds in order to become a successful breeding site for the GGBF. It appears that a small permanent population of between 5 to 10 GGBF frogs are now present on the site, however the number and composition of GGBF constantly changes due to movement in and out of the site. Further the presence of tadpoles has attracted predatory birds and bird exclusion netting has been erected over the ponds for protection. In October 2021 – June 2022 12 adult and 7 metamorph Green and Golden Bellfrogs were recorded, as well as tadpoles in one pond. In the second year of operation (June 2022 – June 2023) 20 adults were identified at the Greenacre Frog Ponds. 4 metamorphs were also identified, as well as tadpoles in two ponds. Additionally, 1 adult GGBF was found at the NSW Ports ponds for the first time in December 2022.





Highlights 2022-2023

Asset management planning

A comprehensive condition assessment of Council's road assets (including footpath, road, kerb & gutter, carparks, signs, and traffic facilities), bridges and building assets was undertaken in 2022-2023. An asset management system was established to ensure that Council has responsible and sustainable infrastructure investment, that assets are replaced or renewed to keep them in a usable condition and ensure that assets management are trending towards achieving industry standards. The new Asset Management Strategy, Policy and Plans were adopted in December 2022. These documents are required under the Integrated Planning and Reporting framework.

Maintaining our local roads and footpaths

Strathfield Council has 97kms of roads and 199km of footpaths. Road resurfacing and renewals of footpaths were undertaken on roads and footpaths in Strathfield and Strathfield South. A roundabout at Bridge Road and Loftus Crescent was upgraded to mitigate crashes and speeding. The full list of completed works is on page 182.

Road safety programs

A range of programs aimed at improving road safety in the Strathfield LGA were completed and implemented in 2022-2023. Council ran 11 Child Restraint Checking Days, three (3) Graduated Licensing Scheme (GLS) workshops, four (4) Stepping on Program Days, Pedestrian Safety in HPAA zones, Seniors Driving, Road Safety Audits and Opportunities Matrix focusing on engineering crash prevention in the LGA.

Council has made applications to include School Safety Forums and online based programs for 2023-2024.

Hudson Park improvements

The development of Hudson Park, a former gold course, into a district park has been implemented over various stages. Major works were completed in 2023 in the northern section of Hudson Park East close to Centenary Drive and Arthur Street. Works include additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities. The Hudson Park Golf Driving Range was upgraded with 25 individual hitting bays and operating seven days a week from 6:30am to 11:00pm. The Driving Range is highly patronised and popular. About 27,000 balls are hit per day totalling over 7.4 million per year. Council has been allocated funding under the WestInvest grants program with over \$8 million including contingency for Hudson Park future works.



Improving pedestrian and cycle connections

Shared pathway bridges opened at Hamilton Street and Lorraine Street Homebush, across Powells Creek, in February 2023. The bridges provide connections from Homebush to North Strathfield and extends the connectivity of the regional pedestrian/cycle networks. The project is a collaboration between Strathfield and City of Canada Bay Councils and Sydney Water. The final project delivery will involve an additional bridge across Powells Creek at George Street, Homebush.

Adoption of Plans of Management

Council is required to adopt Plans of Management for public land that is classified as community land under the Local Government Act 1993 and Crown Lands Management Act 2016. New Plans of Management for Strathfield Park and Bressington Park were adopted in 2023, following community engagement. Copies of Council's plans of management are published on Council's website.

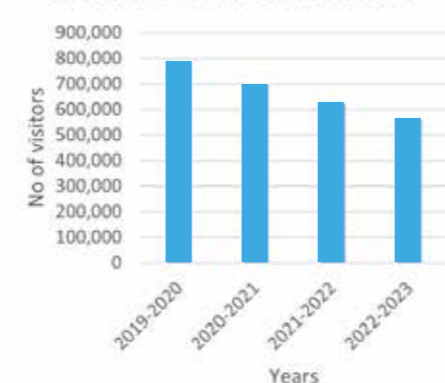
Communications

Council utilises an increasingly wide range of digital and print communication methods to inform and engage with the community on issues, events, programs, exhibitions, major projects and proposals. Communication methods (includes modes of distribution) include websites, media releases, print and digital newsletters including e-News, posters and banners, social media (Facebook, Twitter, Instagram, LinkedIn and You Tube), flyers etc. Communication types are not static and experience changes in form and application. Therefore, how Council communicates is regularly reviewed to meet changing user requirements and experiences.

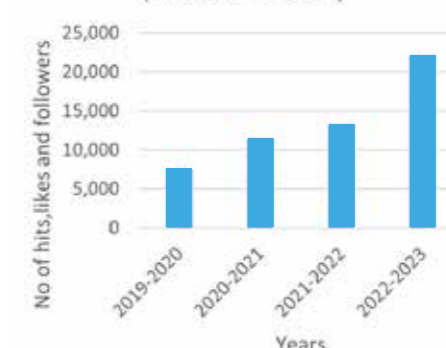
Information is available across multiple platforms, which has impacts on how information is accessed. Statistics indicate that there is currently a decline in website usage and increases in social media. In 2023-2024 the Council website will be reviewed and upgraded to improve user experience, accessibility compliance, information accessibility, online services and functional compatibility with smart devices.



Strathfield Council Website Visitors



Strathfield Council total social media (hits,likes, followers)





Performance Indicators

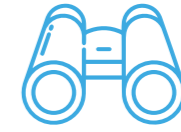
The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

Measure	Baseline	Achieved	Change	QBL
Satisfaction with Sportsgrounds (excellent-good ratings)	82% (2019)	86% (2023)	⬆️	Civic Leadership
Satisfaction with Playgrounds (excellent-good ratings)	84% (2021)	83% (2023)	⬇️	Civic Leadership
Satisfaction with Community Centres (excellent-good rating)	74% (2021)	71% (2023)	⬇️	Civic Leadership
Satisfaction with Library facility (excellent-good rating)	88% (2021)	92% (2023)	⬆️	Civic Leadership
Overall access to transport services (excellent-good rating)	85% (2019)	76% (2023)	⬇️	Economic
Quality of footpaths (excellent-good rating)	41% (2021)	51% (2023)	⬆️	Economic
Quality of kerbs, gutters & drainage (excellent-good rating)	35% (2021)	46% (2023)	⬆️	Economic
Quality of roads (excellent-good rating)	38% (2021)	51% (2023)	⬆️	Economic
Access to parks and open space (excellent-good rating)	83% (2018)	87% (2023)	⬆️	Environment
Access to information about what's happening in LGA (excellent-good rating)	n/a	46% (2023)	⬆️⬆️	Social
Comment: This was a new question in the 2023 Strathfield Community Survey.				
Council website visits	693,525 (2021)	560,987 (2023)	⬇️	Social

LEGEND ⬆️ improving ⬇️ declining ⬆️⬆️ stable

Looking Ahead 2023-2024

- We have allocated over \$9.2 million in renewal works including roads, kerbs and gutters, Bates St Community Centre and playground renewals in the 2023-2024 budget
- We have allocated over \$1 million to new works including new street plantings, pedestrian crossing at Henley Road Homebush, gateway signage and upgrade of the Sydney Water land near Fitzgerald Crescent
- We have allocated over \$5 million to major projects including Golf Driving Range Nets, Begnell Field drainage and design of parks upgrades in Strathfield Park, Hudson Park, Airey Park and Begnell Field under the WestInvest grants program.
- We will continue our review and preparation of a new Development Contribution Plan.
- We will progress the Strathfield LGA wide transport and traffic study
- We will finalise reviews of the Strathfield Connector Bus service and determine the future of this service
- We will commence an Open Space, Recreation, Sporting and Community Facilities Study
- We will prepare and review Plans of Management for community land including Crown Land Reserves and updating of Cocks Creek Reserve Plan of Management
- We will deliver programs and community based campaigns to improve awareness of Road Safety
- We will review and upgrade the Council's website to improve public access to online information
- We will implement the our new iConcierge Application which will provide online access to a range of online Council services
- We will prepare an Information and Communications Technology (ICT) plan
- We will install improved audio visual equipment in the Town Hall and Council Chambers to improve facility capacity
- We will prepare a Council Communications Strategy.





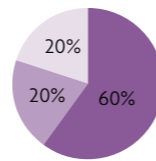
Community Wellbeing

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

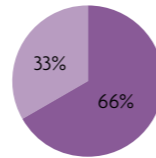
Actions 2022-2023

completed ● progressing ● challenges ●

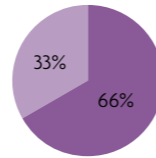
Broaden access and availability of community facilities and programs and support local community groups and networks



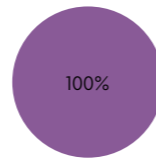
Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers



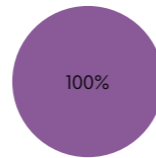
Facilitate and partners with key stakeholders to support aged and disability



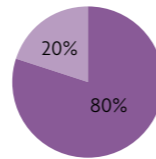
Facilitate programs that support children, youth and their families



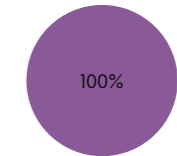
Provide recognition and support for community organisations and volunteer programs



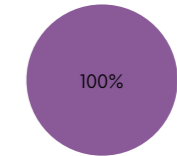
Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community



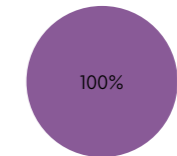
Collaborate and provide opportunities to improve community participation in healthy living programs and activities



Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity



Maintain safe public environments and manage reductions of hazards



ACHIEVEMENTS

- We **granted over \$67,000** to community organisations for a diverse range of initiatives that support local resident involvement in **community-based activities**.
- We worked in collaboration with our Multicultural and Diversity Advisory Committee to deliver **Harmony Day** events.
- We promoted **cybersafe community programs** particularly for older people in a wide range of community languages.
- We conducted **three safety audits** across the LGA and implemented recommendations to improve community safety.
- We worked with partners to deliver wide range of community **programs for seniors** including fitness, health and falls prevention and worked with partners to offer senior social trips.
- We facilitated well attended **school holiday and multi-sport programs** for children.
- We adopted a new **Sportsgrounds Allocation Policy** to support equitable access to local sportsgrounds.
- We expanded our popular weekly Library **youth drop-in service to include children**.
- We held our **first Youth Careers Expo**.

Highlights 2022-2023

Programs for children and teens

17% of Strathfield's population is aged under 18 years. Council provides a range of social, recreational and cultural programs for meet the needs of this group, which includes:

- Partnering with Australian International Sports Organisation, Council held two (2) eight (8)-week children's multisport programs in term one (1) and term two (2) with 80 children participating.
- Regular school holiday programs were offered for children.
- Council's weekly Youth Drop-In program at Strathfield Library was expanded to include children and renamed 'Children and Youth Drop In'. The program promoted socialisation and game playing in a safe environment. This is a very well attended program.
- An online mental health/healthy food/exercise program 'ThinkEatMove' by NSW Health was promoted. Promotion of Active Kids, Creative Kids and First Lap vouchers by NSW Government for children to participate and engage in various programs/socialise/ maintain health and wellbeing.

Youth events and programs

The Youth Week 2023 Career's Expo was organised in collaboration with the Strathfield Collaborative Youth Group. The Expo went exceptionally well, with extremely positive feedback from the students, teachers, stall holders and workshop facilitators. The Expo attracted 71 local students who took part in the three workshops, Digital Storytelling (with Shop Front Arts Co-op), Resume Writing (with Blue Sky Career Consulting) and Car Maintenance (with Galmatic). Participants could visit 14 different career, volunteer and information stalls. A job and volunteer board was also available to learn about current local jobs and volunteering opportunities.

Support for Seniors

12% of Strathfield's population is aged 60 years or over. Initiatives to support this group during 2022-2023 included:

- Promotion of health and fitness programs for older people including tai chi, fitter and stronger, line dancing, ballroom dancing, aqua aerobics and yoga.
- Collaborating with partners such as Sydney Local Health District for health education programs including dementia/ Alzheimer's preventions and Stepping On programs for older people who have had a fall or at-risk of falling.
- Monthly webinars were held for older people such as the 'beConnected' information sessions on online safety
- Promoted Carer Gateway events for older people who may have caring responsibilities for older people.
- Liaised with Access Sydney Community Transport to offer social trips to seniors. From January to June 2023, there were 4,238 trips including 312 clients from the Strathfield LGA with 85% aged 65 years and over.

Inclusiveness

4.3% of the Strathfield population report they need help in their day-to-day lives due to disability. We have adopted a Disability Inclusion Plan and actions taken by Council are set out in the statutory reporting section of this report. Some of the key actions delivered include:

- Partnering with the Physical Disability Council of NSW to promote workshops that cover post-traumatic growth, NDIS Self-management and social morning teas.
- Translation of the 'Discover Your Council' booklet into an Easy Read format for people with intellectual disability or limited literacy and promoted to community. This booklet is available on Councils' website at <https://www.strathfield.nsw.gov.au/participate/discover-your-council/>
- Council's Traffic Team ensured facilities for new works were full Disability Discrimination Act (DDA) compliant. In 2022-2023, a total of 95 pram ramps were upgraded on footpaths in the LGA.

Culturally and Linguistically Diverse (CALD) Communities

Strathfield LGA has a large multicultural community with 59% of its population born overseas and 65% speaking a language other than English at home. Some of the key programs and events delivered include:

- Working collaboratively with our Multicultural and Diversity Advisory Committee to deliver Harmony Day events and celebration of Lunar New Year was held in partnership with Strathfield Library.
- The 'Discover Your Council' booklet was revised with additional language translations in Arabic and Tamil.
- Working in partnership with the Chinese Australian Services Society (CASS) to run two 'Be Connected' workshops in Mandarin to teach Chinese speaking seniors about technology.
- Promoting talks created by the Ethnic Communities Council of NSW and NSW Electoral Commission on how to vote in the NSW State election in Chinese, Nepalese, Arabic, Tamil, Hindi, Vietnamese and Urdu.
- Distribution of health education resources such as those from Dementia Australia in Arabic, Hindi, Korean, Nepali, Chinese Simplified, Tamil and Vietnamese, Hepatitis B information by NSW Health targeted at the Vietnamese community in Vietnamese, gambling information by Gamble Aware promoted in Korean, Nepali and Chinese Simplified.





Bark Huts Reserve



Community, recreation and sporting facilities

Council provides a wide range of community and recreational facilities to enable all members of our community, irrespective of age, to participate in activities that support physical and mental wellbeing. This includes provision of sportsfields, playgrounds, courts, outdoor gyms and walking tracks for formal sport and informal recreation and leisure across the Strathfield LGA. 95% of all scheduled maintenance of open space, parks and reserves, sportsfields and verges was completed. This included mowing, line marking, maintenance of wickets and sportsfields equipment, checks of lighting, irrigation and playgrounds.

In 2002-2023, additional facilities were installed in Hudson Park including BBQ and picnic areas, courts, outdoor table tennis tables and a children's playground. In our most recent community survey, the quality of our recreational facilities received excellent to good ratings of 86% for sportsgrounds and 83% for playgrounds.

Council met 95% of all scheduled maintenance of open space, parks and reserves, sportsfields and verges across the LGA. This included mowing, line marking, maintenance of wickets and sportsfields equipment, checks of lighting, irrigation and playgrounds. Council met 95% of the service standards. To meet increasing demand for access to sportsgrounds, Council adopted a Sportgrounds Allocations Policy, to provide a transparent, equitable and consistent methodology for allocation of sporting grounds and facilities and to improve opportunities across the broader community to access facilities.

Community Safety

Council provided a range of programs to protect and support the health and safety of the local community including day/night ranger and parking patrols, swimming pool inspections, monitoring of pollution and animal controls, removal of abandoned vehicles and graffiti vandalism improved the safety in the Strathfield Council area. Council works collaboratively with the Auburn and Burwood Police on crime prevention strategies which included:

- Three (3) safety audits were completed in St Annes Reserve, South Strathfield, Strathfield Station Underpasses and Burlington Road Homebush and actions were taken to address the audit recommendations.
- 'Preventing parcel theft' flyers were distributed to key community groups and at high-volumed pedestrian areas such as Strathfield Library and community centres.
- Working with Auburn PAC and local high schools to promote 'LoveBites program', an education program about respectful relationships/consent for 11-17 year olds.
- Council promoted CCTV Community/Small Business funding for eligible groups operating in Strathfield LGA for free CCTV Packages up to \$5,000 (provided by NSW Department of Communities and Justice funding).
- Promoting virtual kidnapping collateral from NSW Police, which addressed issues affecting Chinese migrant community.

Council promoted Cybersafe community programs delivered through eSafety Commissioner and BeConnected online webinars. These programs address a range of topics and are targeted at older people and are delivered in a range of community languages. Information on scams and virtual kidnapping targeting people from Chinese backgrounds was promoted via social media and on Council's website page in response to reports of increased incidents. Council supported community awareness of Safer Internet Day 2023 for children and families by the eSafety Commissioner.





Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Appearance & maintenance of residential areas (excellent-good rating)	73% (2021)	63% (2023)	⚡	Environment
Appearance and maintenance of public spaces (excellent-good rating)	71% (2021)	65% (2023)	⚡	Environment
Care & maintenance of parks and reserves (excellent-good rating)	84% (2021)	76% (2023)	⚡	Environment
% volunteers in LGA community (ABS Census)	15.1% (2016)	9.6 (2021)	⚡	Social
Comment: Volunteer data is from ABS Census. There was a significant drop from 2016 of 15% to 9.6% (2021). Volunteer activities may have been affected by COVID restrictions.				
Acceptance of community diversity (excellent-good rating)	75% (2019)	78% (2023)	⬆️	Social
Feeling safe in their street (excellent-good rating)	71% (2019)	67% (2023)	⚡	Social
Feeling safe in their suburb (moving around) (excellent-good rating)	74% (2019)	68% (2023)	⚡	Social
Feeling safe on local public transport (excellent-good rating)	85% (2019)	84% (2023)	⚡	Social
Decrease in smoking rates in Strathfield LGA (adult population)	11.7% (2020)	8.8% (2022)	⬆️	Social
Comment: Smoking rate data is from Sydney Local Area Health District statistics.				
Major crime offences in LGA	Across a 60 month trend, either stable or -12.6% average trends for major offences (2021).	Stable (2022)	⬅️⬅️	Social
Comment: Of the 13 major crime offences, there has been no increase in any category in the last 60 months. Source is NSW Bureau of Crime Statistics and Research (BOSCAR).				
Control of graffiti and vandalism in LGA (excellent-good rating)	64% (2019)	64% (2023)	⬅️⬅️	Social
Number of residents hospitalised due to falls in the LGA (excellent-good rating)	492.2 people per 100,000 (2018)	No new data	⬅️⬅️	Social

Comment: Data is from NSW Health statistics. Updated data is not available.

LEGEND ⬆️ improving ⚡ declining ⬅️⬅️ stable

Looking Ahead 2023-2024

- We will review and update Council's Social Plan and identify strategies to sustain and improve community wellbeing in the Strathfield LGA
- We will establish a Community Service Centre to provide support and resources for migrants, seniors and domestic violence in the Strathfield LGA
- We will work toward making Strathfield safer through working in collaboration with Police and community stakeholders to target and deliver community education and awareness campaigns, undertake safety audits, review our Strathfield Community Safety Plan, prepare our Graffiti Management Policy and deliver Cyber Safe Strathfield community information programs to raise community awareness of scams and cyber-attacks.
- We will undertake to maintain our public areas to a high standard through proactive programs for street tree maintenance, continuing our day and night area patrols, managing complaints regarding anti-social behaviours
- We will provide support to our senior's community through working with partners to deliver and facilitate a wide range of seniors programs, activities and events for health, wellbeing, social interaction and community safety.
- We will facilitate a range of programs for children and young people through delivery of programs such as school holidays, library based children's programs, youth and children's drop-in services
- We will continue to review pedestrian access and mobility and implement accessibility improvements for people with disabilities or who are less mobile and partner with disability and carer providers to promote disability inclusion and access
- We will support healthy lifestyles by maintaining our parks, amenities, playgrounds and recreational facilities to high standards and providing fair access to our sportsgrounds and community facilities
- We will provide programs for volunteer involvement and recognise our community volunteers and the valuable work they contribute.





Celebrating Culture and Place

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

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Celebrating Culture and Place Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	completed ● progressing ● challenges ●
In collaboration, plan, deliver and promote vibrant attractive and safe town and village centres and commercial areas	100%
Promote a range of activities and experiences to attract local community and visitors to the Strathfield area	100%
Implement programs to educate, improve and monitor business regulation compliance	100%
Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion	100%
Explore and reflect on shared culture, history and heritage of Strathfield's communities	100%
Promote and deliver events that connect communities and celebrate achievements	50% 50%



ACHIEVEMENTS

- We successfully trialed and implemented **extended after hours access to the library**. Our initiatives were recognised as **finalists in the category of Customer Experience in the NSW Local Government Professionals Excellence Awards**.
- We held the **Strathfield Festival** over three nights in Strathfield Square attracting over 35,000 people with cultural performances, live music, roaming entertainment, various cuisines from local businesses, art projections and lighting installations.
- We hosted **performances by Walangari Karntawarra and Diramu Aboriginal Dance and Didgeridoo** and an art display in Council's Ironbark Gallery during NAIDOC week.
- We welcomed **815 local residents as Australian citizens at 11 ceremonies**. This being the highest number of citizens ever conferred at Strathfield Council in a financial year.
- We partnered with multiple organisations and facilitated **five (5) major exhibitions** at the Library's Ironbark Gallery including displays and talks on history and art historical exhibitions showcasing our local community. The Visions with Variety exhibition showing artistic talents of Strathfield's seniors was a finalist in the Local Government NSW Awards in the category of Leo Kelly Arts and Culture Awards.
- We reaffirmed our **Sister City** relationship with **Gapeyong County** in South Korea with delegation visits to Gapeyong and reciprocal visits by school delegations to Strathfield.
- We received a **92% excellent/good rating** in an independent community survey for the **quality of our Library services**. Library visitors and borrowings also increased significantly in 2022-2023.
- We reviewed and prepared new event programs for the celebration of **Australia Day** in the Strathfield Town Centre on 26 January 2023.
- We celebrated **International Women's Day** at the Homebush West Community Centre on 8 March 2023.



Highlights 2022-2023

Events

Council endorses an annual major program of events, which is supplemented by many smaller and targeted events and programs in Council facilities such as Strathfield Library, community centres, town hall, parks and sportsgrounds. The full list of events supported by Council is listed on page 53. The major events were well attended and include:

- Strathfield Christmas Carols at Strathfield Park on Saturday 3 December 2022 attracted about 4,000 people throughout the evening.
- Australia Day celebrations at Strathfield Square on 26 January 2023 attracting an audience of about 4,000 people.
- Movies in Park summer season featured seven movie screenings with about 400 people at each session. International Women's Day morning tea at Homebush West Community Centre on 8 March 2023 with 108 participants.
- ANZAC Day at Davey Square Reserve involved six schools and over 250 people attending the service.
 - A new event, the Strathfield Festival, was held at Strathfield Square from 27 to 29 April 2023 and attracted over 35,000 people to the Square over the three (3) days.
 - While over 3,000 people attended the Strathfield Spring Festival on 3 September 2022 at Strathfield Park, the event finished earlier due to poor weather conditions.

Citizenship and civic celebration

815 local residents were conferred as Australian citizens at 11 ceremonies held by Strathfield Council in 2022-2023. This is the highest number of citizens ever conferred at Strathfield Council in a financial year.

- We commemorated **Anzac Day** at the service in Davey Square on 25 April 2023 and refreshed the event by inviting local schools to participate in a poetry competition which was read at the event.
- We celebrated **Indian Independence Day** on 15 August 2022 with members of the local Indian community in a flag raising ceremony and lighting up the Council Chambers for a week in the Indian flag colours.

Exhibitions

Council provides opportunities to showcase arts, culture and historical exhibitions in its Ironbark Gallery. Exhibitions are supported by programs such as education programs, talks and performances with cover a wide range of topics of relevance to the local Strathfield community. Exhibitions included:

- 'Minding our Business: Strathfield's Industrial Heritage' (July to September 2022) by Strathfield Council and Strathfield-Homebush District Historical Society
- 'ROAR revisited' showcasing artistic talents of local high school students from grades 9 and 10 (September to October 2022)
- Light Interactions – Bernadette Smith (October to December 2022)
- 'Historic Houses of Strathfield' from Strathfield-Homebush District Historical Society (Dec 2022 – January 2023)
- Visions with Variety: Celebrating Seniors (February- March 2023)
- Painting on Mondays: Catriona Grant & Megan Winch (March- May 2023)
- Net calls Net, Weave calls Wave: Marta Romani and Karl Logge (May- June 2023)
- NAIDOC week with Walgangari Karnatawarra (June-August 2023).

Celebrating NAIDOC week

The NAIDOC Week exhibition was celebrated from 4 July – 10 July 2022. The official opening event held on Wednesday 6 July 2022 and included special art displayed from Boomalli, Smoking Ceremony & performance by Walangari Karntawarra and Diramu Aboriginal Dance, Didgeridoo performance and Reptiles Alive provided an interactive children's holiday activity.

Library and information services

Strathfield Library and Information Hub provides a welcoming space and range of programs and services for all age and interest groups in our community. 87% of the community rating the Strathfield Library service as excellent or good in the 2023 Community Survey. In 2022-2023, patronage of the library service was returning to pre-COVID levels. Increasing patronage was also due to the new extended hours library access initiative, which was a finalist in the NSW Local Government Professionals Excellence Awards in 2023. 767 members registered for out of hours access with a total of 2,392 visits until June 30 2023.

In 2022-2023, Strathfield Library had 24,726 members which increased from 24,440 in 2021-2022. 68% were members were residents of the Strathfield LGA. In 2022-2023, the service had:

- 115,659 visitors, an increase of 61% from 2021-2022
- 175 Home Library service visits providing resources to housebound residents.
- Loaned 98,980 items, an increase of 38% from 2021-2022.
- Increased its computer sessions at the Library by over 50% from 2021-2022
- 68% of Library members are residents of Strathfield LGA.

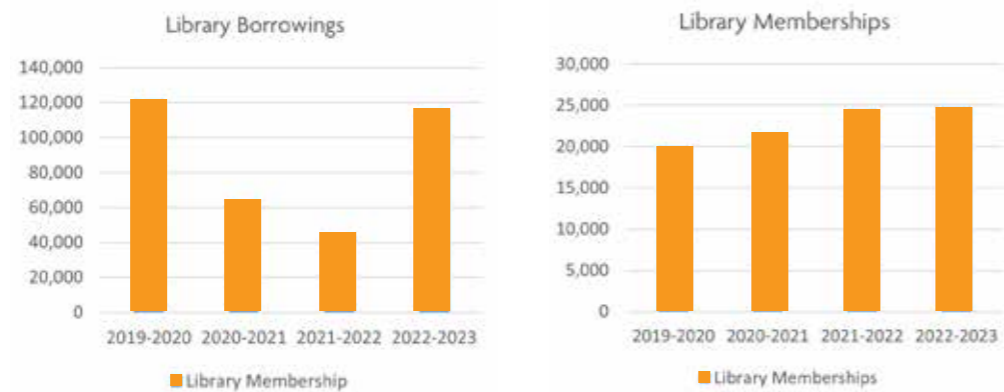




Promoting education, literacy and learning

Council's Library Service and Community Development provide a range of education, literacy and learning programs targeted to meet specific community needs such as English conversation classes for persons from culturally and linguistically diverse backgrounds. We hosted 399 programs with attendance of 5,154 people in Strathfield Library during 2022-2023. Access and availability of programs is promoted through Council's many media channels but also through visitations by library staff to local schools, childcare centres and community meetings.

Many of our services and programs were delivered in partnerships including Justice of the Peace program, English Conversation Club with Metro Assist and ACU, Tax Help with ATO, Tech Savvy Seniors with State Library and Parenting Class, exhibitions and talks from partnerships with Strathfield School for Seniors and Strathfield-Homebush District Historical Society.



Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
% Australian citizens (Strathfield LGA)	66.1% (2016)	65.4% (2021)	⚡	Social
Citizenship conferees (annual)	340 (2021)	815 (2023)	⬆️	Social
Comment: % of Australian citizens is reported in 2021 Census. There was a significant increase in citizenship conferees in 2022-2023, which may in response to previous COVID restrictions.				
Bachelor or higher degree (Strathfield LGA)	32% (2011)	44% (2021)	⬆️	Social
Comment: This has increased since 2011 (32%) and 2016 (38%) and last reported in 2021 Census				
Local shops and services meet needs (very well-well ratings)	n/a	52% (2023)	⬆️⬆️	Social

Comment: This is a new question on the community survey in 2023

Measure	Baseline	Achieved	Change	QBL
Number of borrowings/loans of Council library	94,150 (2021)	98,980 (2023)	⬆️	Social
Number of members of Strathfield library	21,544 (2021)	24,726 (2023)	⬆️	Social
Comment: 68% of members of Strathfield Library are local residents				
Number of visitors to Council library	64,008 (2021)	115,659 (2023)	⬆️	Social
Satisfaction with Council Library service (excellent-good rating)	87% (2021)	87% (2023)	⬆️⬆️	Social

LEGEND ⬆️ improving ⬆️ declining ⬆️⬆️ stable



Looking Ahead 2023-2024

- We will develop options for the Strathfield Town Centre Master Plan including extensively engaging with the community
- We will develop and implement an annual program of major events which maximises opportunities for community participation.
- We will work with our local businesses to achieve high standards of public health compliance and promote and manage outdoor dining in our town centres
- We will provide high quality and wide range of library and information services to our community which is accessible and available to persons of all ages and abilities. We will provide access to print and digital resources, promote digital literacy programs to improve awareness and skills and explore ways to improve community access to library services
- We will partner and present exhibitions and learning programs through our Ironbark Gallery that provide education and reflections on culture, art, heritage and environment particularly those connected with our local communities
- We will acknowledge our First Nation peoples and celebrate NAIDOC week and prepare oral history project on undocumented histories of culturally and linguistically diverse groups and their experiences in Strathfield LGA
- We will welcome new Australian citizens and hold regular citizenship ceremonies and celebrate the achievements of our community and important civic events
- We will continue our commitment to cultural and learning exchanges through our Sister City relationship with Gapyeong County in South Korea.



“For over 30 years, the Strathfield LGA has been home to many Korean businesses and residents of either Korean birth and/or ancestry.”

INTERNATIONAL PARTNERSHIPS



Strathfield Council established a Sister City Relationship with Gapyeong County, in the province of Gyeonggi-do, in the Republic of South Korea in 2011. For over 30 years, the Strathfield LGA has been home to many Korean businesses and residents of either Korean birth and/or ancestry. The Sister City relationship is a means to promote cultural, economic, educational and social exchanges between the two areas. Since 2011, there has been visits by delegations between Strathfield and Gapyeong including school programs.

A digital photo exhibition commemorating the 60th Anniversary of Australian-Korean diplomatic relations was displayed at Strathfield in late 2021 to celebrate Australia and Korea's prosperous and reciprocal relationship. Following this exhibition, a delegation from Strathfield Council including the Mayor Matthew Blackmore was invited to visit Gapyeong County in October 2022. In July 2023, a delegation from Gapyeong including 34 students and the South Korean Consulate General visited Strathfield. An exhibition was held in Strathfield Library of the 70th anniversary of the Korean War Armistice.





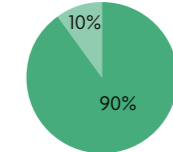
Liveable Neighbourhoods

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

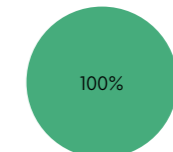
The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Liveable Neighbourhoods Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	completed ● progressing ● challenges ●
Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	100%
Ensure effective and efficient planning and development processes and outcomes that reflect community values	100%
Deliver efficient, effective and responsive waste services and education to improve resource recovery and reduce illegal dumping	100%
Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety	100%
Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways	100%
Protect, monitor and expand urban forest and tree canopies	100%

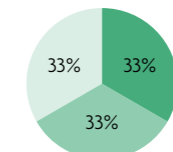
Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (refer: LSPS P13)



Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs



Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA



ACHIEVEMENTS

- We achieved a major environmental target in partnership with local environmental groups by reestablishing a breeding habitat for the **Green and Golden Bellfrog** at the Greenacre Frog Ponds. Adult frogs and tadpoles were recorded at this site for the first time in a decade.
- We adopted the **Affordable Housing Tenancy Policy** to govern Council's Affordable Housing Portfolio.
- We amended **Development Control Plan Part O (Trees)** to establish a user friendly system for tree permits for pruning and removal replacing the requirement for lodgement of development applications.
- We commenced preparation of a new **Developer Contributions Plan**.
- We commenced a number of key



ACHIEVEMENTS



- strategic studies** that will support the future growth and development across the LGA to improve housing diversity available choice across the community and assisting supporting **housing affordability**.

 - We installed a new **public toilet at Homebush West Town Centre** in the northeastern corner of the Homebush West car park.
 - We commenced a new **street tree maintenance contract** and also commenced street tree data collection program of the estimated 12,000 street trees with about 33% of street trees logged in 2022-2023.
 - We determined **143 development applications** valued at over \$254 million.
- We established an agreement for **shared catchment flood risk management strategy** with City of Canada Bay and Burwood Councils to commence in 2023-2024.
- We made a general agreement to conserve the remnant patch of **Cooks River/Castlereagh Ironbark Forest** located on land owned by Australia Post.
- We achieved a **100% completion rate** for implementing all scheduled **street sweeping and public domain cleansing** and maintenance programs.
- We provided over **40 free heritage advisory services** to owners of local heritage properties.

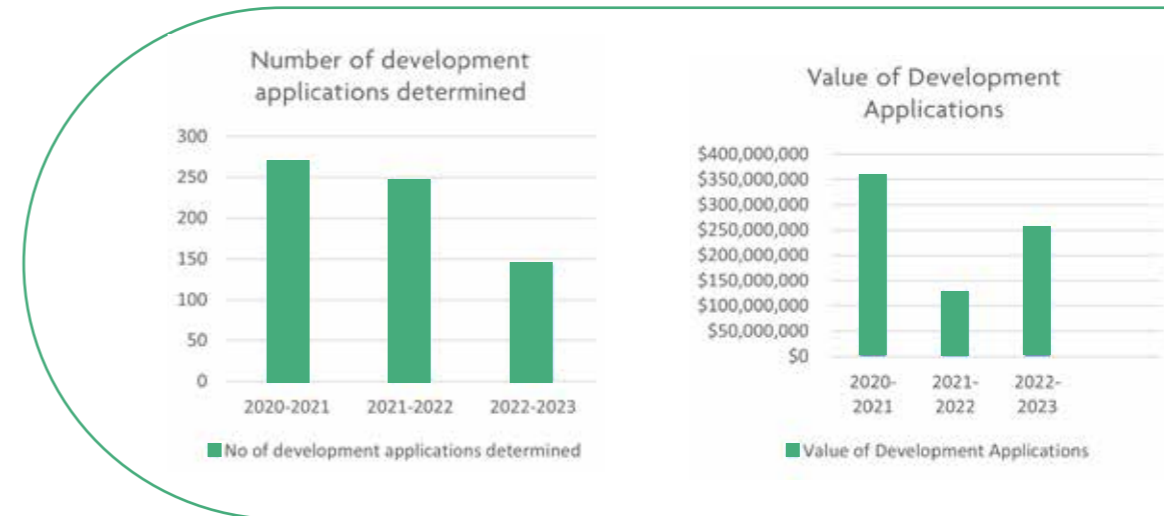
Highlights 2022-2023

Planning and Development Assessment

Strathfield Council has commenced a number of key strategic studies that will support the future growth and development across the LGA. This includes a study to investigate opportunities for additional medium density housing options. This is to improve housing diversity and choice available across the community and assisting supporting housing affordability. Work is also underway to update the existing Strathfield Infrastructure Contributions Plan. This is to ensure that the plan is consistent with existing legislative requirements but also ensure, Strathfield Council is best placed to meet the additional infrastructure demands created by our growing community. A review of the existing Strathfield Development Control Plan and Local Environmental Plan has also been commenced. The refresh is being undertaken to ensure that our

planning policies and development controls are appropriately tuned and responsive to the contemporary planning issues being experienced in Strathfield.

Two further key projects have also been endorsed to commence by Council. This includes master planning for the Homebush Precinct of the Parramatta Road Corridor Urban Transformation Strategy. This is a long term project that will have a significant and positive influence for Strathfield will potential to accommodate the next five (5) to ten (10) years of residential growth. The second project relates to the Strathfield Town Centre Master Plan. Options to deliver a Master Plan for the town centre have been long discussed, however, Council has endorsed a refreshed approach to the delivery of the project. Further communications and stakeholder engagement will be taking place on both these projects through 2024.



Heritage

Strathfield LGA has 232 heritage items and 17 heritage conservation areas on the Strathfield Local Environmental Plan. 227 are built items and five (5) are landscape items. To date, one isolated Aboriginal find and two artifact scatters have been identified in the Strathfield LGA and located within public reserves. To support heritage conservation, Council re-launched its heritage advisory service in 2022-2023 and completed 40 advices to property owners. Council defended a number of adverse development application proposals and actions to protect and conserve important heritage items and conservation areas in the Strathfield LGA. A total 11 Heritage exemption 5.10(3) approvals were issued for heritage item owners to conduct maintenance works to their properties. Major heritage conservation works were undertaken to restore the historic Strathfield Town Hall in 2023 including restoration of the slate roof and hall interiors. The major issues concerning heritage conservation in the Strathfield LGA include deterioration of heritage items, inappropriate development on sites that adjoin heritage items that have been approved through the Complying Development process and Illegal removal of significant heritage fabric on contributory dwellings within Heritage Conservation Areas.

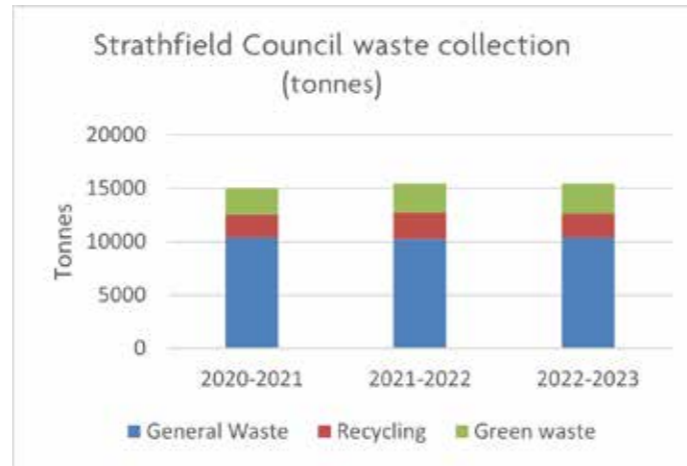




Waste Management

Management of waste is required to effectively prevent risks to public health, environmental contamination and the loss of valuable resources. Council does not manage industrial and commercial waste, which in 2021-2022 generated 41% of all waste in the Strathfield LGA. Council's services provide a domestic weekly garbage, fortnightly recycling and green waste collection to residential single dwelling houses (SUDs); a weekly garbage and fortnightly recycling services to multi-unit dwellings (MUDs) and three annual clean-up collections per household in the LGA. The key waste results from 2022-2023 were:

- 478,868 general waste (red) bins were collected measuring 10,936 tonnes
- 217,594 recycling (yellow) bins were collected measuring 2,255 tonnes
- 127,192 green waste bins were collected measuring 2,833 tonnes
- 8,394 household clean-up services were collected measuring 955 tonnes of waste.
- 32% of waste, measuring 5,088 tonnes, was diverted from landfill, which is unchanged from the previous year, but falling well short of the target of 80% diversion.
- 1,022 separate illegal dumping incidents were investigated in 2022-2023, a decrease from the prior year of 1,498 incidents.
- The Return and Earn vending machine at the Strathfield Town Centre, over 2,799,144 million items of recyclable materials have been collected in 2022-2023.



There are many ongoing challenges for waste management in the Strathfield LGA, particularly the differences in waste management practices from residential houses compared to multi-unit dwellings. Audits of residential waste bins revealed significantly lower waste diversion rates from landfill of Multi-Unit Dwellings (MUDs) and higher levels of waste contamination rates. In response, Council has focused on education and enforcement programs to MUDs to improve these rates.

To promote and educate improvement in community waste practices, Council promoted events to increase recycling including E-waste, Chemical Clean Out Drop Off events and an increase of drop off points for collection of light globes, batteries, x-rays, printer cartridges, mobile phones and CDs/DVDs recycling. Council supported the collection of unlimited free household items collection by The Bower Reuse and Recycling Centre.



Pollution and public health inspections

Council maintained a comprehensive public health inspection and investigation management. A total of 90 pollution complaints were received and actioned by Council, which is a significant increase from the 45 complaints in the previous year. The increase mainly concerned noise, odour and dust complaints by residents as a result of extended industrial sites trading hours and their impact on residential areas. Other common pollution complaints included noise, sewer overflows, spills and pollution in waterways, odour and dust which includes industrial sites and building sites, smoky chimneys, BBQ use and backyard burning. Council undertook annual inspections of skin penetration and water cooling towers. Actions were initiated for non-compliances.

Exposure to contaminated sites may affect the health of people, animals or plants. Contamination makes the land unsuitable for most uses. Land contaminated by potentially harmful substances are registered as contaminated sites. Land contamination can be caused by a variety of land uses. Strathfield LGA has six (6) registered contaminated sites with only one (1) under preliminary investigation – the former Ford landfill in Homebush West. Old petroleum stations and other historic landfills also present a risk for certain land uses.

Tree Programs

Council is focused on improving the tree canopy in the Strathfield LGA, which includes trees located on public and private properties. Council commenced preparing a program for replacement street and public tree planting with likely commencement in first half 2024. Council has commenced collating a data inventory for all street trees in the LGA. In 2022-2023, about 33% of street trees were logged, with the same target for 2023-2024 and 2024-2025, which will complete the program. The data collected guides the street tree maintenance works. Council has engaged contractors to undertake maintenance of street trees including road and building clearances, dead wooding, tree removals, formative pruning and stump removals.

Additional plantings occurred along the Cooks River, Hudson Park, Boden Reserve and Elliot Reserve as well as new and replacement street tree planting throughout southern areas of the Strathfield LGA. New trees and vegetation including locally native species were used for plantings in parks, roadways, natural areas and gardens. National Tree Day was held in July 2022 with 232 volunteers planting over 5000 plants. Council's Bushcare program, which involves volunteers working in natural areas and bush regeneration, was relaunched in August 2022, following COVID disruptions.

Part O of Council's Development Control Plan (DCP) was amended including assessment process and criteria for private trees. New requirements for tree planting on private property e.g. two (2) for one (1) replacement and specific tree planting for new development applications in relation to lot size. Routine inspections were undertaken for properties that have removed trees/recent developments to ensure replanting has been undertaken. Reports on illegal tree works and vandalism were investigated by Council's compliance team for illegal tree works.





Natural Environment

Key natural environment locations in the Strathfield LGA include Mason Park Wetlands, Coxs Creek Reserve and Greenacre Frog Ponds with primary biodiversity or wildlife corridors are along the Cooks River/Coxs Creek in Strathfield and Strathfield South. Weed reduction works were undertaken in natural reserves such as Coxs Creek Reserve. The Greenacre Frog Ponds off Bellfrog Street have been revitalised and actions undertaken to support reinstating breeding conditions for Green and Golden Bellfrog. In October 2021 – June 2022 12 adult and seven (7) metamorphic Green and Golden Bellfrogs were recorded, as well as tadpoles in one pond. In the second year of operation (June 2022 – June 2023) 20 adults were identified at the Greenacre Frog Ponds. Four (4) metamorphs were also identified, as well as tadpoles in two (2) ponds. Additionally, one (1) adult GGBF was found at the NSW Ports ponds for the first time in December 2022.

Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Aboriginal heritage registered finds in LGA	3 (2019)	3 (2023)	«»	Environment
Attractiveness of buildings, streetscape and surroundings in local area (excellent-good rating)	56% (2020)	49% (2023)	⚡	Environment
Care and protection of historic and heritage buildings and areas (excellent-good rating)	64% (2020)	63% (2023)	⚡	Environment
Community satisfaction on how well new development blends with neighbourhood character (excellent-good rating)	40% (2020)	40% (2023)	«»	Environment
Reduction of Council Greenhouse Gas emissions	Total emissions	2424 CO2-e	«»	Environment
	Electricity	1799 CO2-e (74%)	«»	Environment
	Diesel	550 CO2-e (23%)	«»	Environment
	Gas	12 CO2-e (0.5%)	«»	Environment
Petrol	65 CO2-e(3%)	«»	Environment	
Comment: full sets of prior year data not available, therefore, it is not possible to contrast performance. Baseline reset from 2022-2023.				
Reduction of emissions in Strathfield LGA (tonnes CO2-e)	509,473 (2020)	485,141 (2022)	⬆️	Environment

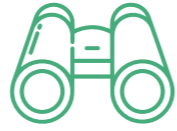
Measure	Baseline	Achieved	Change	QBL
Reduction of energy consumption (Council operations)	10,070 GJ (2018)	8,386 GJ (2023)	⬆️	Environment
Maintenance of tree coverage and natural environment (excellent-good rating)	75% (2021)	74% (2023)	⚡	Environment
Number of non-Aboriginal heritage items and heritage conservation areas.	232 heritage items and 17 areas (2017)	232 heritage items and 17 areas (2023)	«»	Environment
Number of pollution complaints (combined air, noise, light and water)	45 (2022)	90 (2023)	⚡	Environment
Comment: Pollution complaints increased in 2023 to 90 from 45 in the previous year. The increase mainly concerned complaints regarding impact of increased operating hours of industrial sites on nearby residential areas.				
Quality of Council waste services (excellent-good ratings)	79% (2021)	73% (2023)	⚡	Environment
Increase of waste diversion from landfill	36% (2021)	32% (2023)	⚡	Environment
Increase of total waste materials diverted from landfill (tonnes)	5851 tonnes (2020)	5088 tonnes (2023)	⬆️	Environment
Tree Canopy in Strathfield LGA and suburbs	LGA 17%	No new data	«»	Environment
Comment: 2019 is latest data, however data collection project is underway. The 2019 suburb %'s are Belfield 19%, Greenacre 10%, Homebush 16%, Homebush West 14%, Strathfield 23% and Strathfield South 10%				
Total water consumption (Council)	76,984 (2017)	31,974 (2021)	⬆️	Environment
Total water consumption in Strathfield LGA	5,337,706 kL (2020)	4,489,551 kL (2022)		Environment

LEGEND ⬆️ improving ⚡ declining «» stable



Looking ahead 2023-2024

- We will continue preparing a masterplan for the Homebush Precinct of the Parramatta Road Corridor Urban Transformation Strategy and review of our Local Environment Plan (LEP).
- We will continue to develop and review Council's flood risk management studies including completion of the Saleyards Creek floodplain management study
- We will provide heritage advisory services to support owners of heritage properties in the Strathfield LGA.
- We will provide public notification and assessment of development applications and planning proposals and provide support for planning panels.
- We will deliver a range of waste services to residential and multi-unit properties including on-call waste collection services.
- We will prepare a Waste Management Strategy and deliver community education programs aimed at reducing littering and dumping and improving recycling and reuse.
- We will provide community education and administer fire safety, swimming pool safety, awnings, building compliance and public health protection and compliance
- We will deliver cleansing and maintenance programs in public domains including town centres and operate a regular street sweeping service across the Strathfield LGA. Investigate and monitor pollution events and take action on compliance breaches
- Investigate complaints and/or breaches of permits including standing plants, skip bins, shipping containers, sediment and erosion control etc.
- We will commence preparation of an Urban Forest Strategy including Street and Park Tree Masterplan (Strathfield Greening Strategy) which identifies quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces and administer tree application process and investigate breaches and complaints
- We will collaborate with partners on education, events and projects to improve environmental sustainability such as National Tree Day, Bushcare and community planting days, regional programs to improve our region or catchment such as Cooks River Alliance and Parramatta River Catchment Group, developing a Backyard Habitat program
- We will undertake actions to monitor the health of our local environment including completing annual survey on Green and Golden Frog status and population, conducting monthly water monitoring to ascertain health of waterways and detect pollution incidences and measuring W. Backhousei species condition and seeking funding to instal a sluice gate to improve tidal flushing at Mason Park Wetlands.
- We are committed to reducing Council's emissions and use of resources. We will identify opportunities for stormwater harvesting or recycling alternatives to potable water use for key Council open spaces or buildings and identify viable environmental infrastructure upgrades such as energy and water systems
- We will prepare an Environmental Education Programme
- We will maintain and promote the availability of our Electrical Vehicle Charging Stations and review Council's vehicle fleet for conversion to energy efficient alternatives.





Responsible Leadership

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

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Responsible Leadership Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023

completed ● progressing ● challenges ●

Engage and provide opportunities for the community to participate in decision making processes

100%

Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations

100%

Provide support to Councillors to enable effective and representative decision making based on community priorities

100%

Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance

100%

Maintain Council's financial sustainability and provide accountable, transparent and value for money services

100%

Ensure Council is properly resourced to meet challenges of implementing the Delivery Program

100%

Respond to customer requests, complaints and access to information to a high standard of customer service

100%



ACHIEVEMENTS

- Following extensive community engagement, the NSW Geographical Names Board approved **renaming of the part of the suburb of Belfield** located in the Strathfield Council area as Strathfield South.
- The **Mayor of Strathfield** initiated a regular program of **meetings with community organisations, schools and local businesses** to promote closer engagement between Council and the community.
- We commenced implementation of the new **Community Strategic Plan Strathfield 2035** and adopted the **Delivery Program 2022-2026** and **Operational Plan and Budget 2023-2024**.
- We established **working collaboration and partnerships** with other tiers of government, neighbouring councils, regional organisations including Southern Sydney Region of Councils (SSROC) and Local Government NSW (LGNSW) and local community organisations.
- We provided space and supported **Burwood Council staff at our Depot** while they undertook urgent works at their depot for a 6 month period.
- We prioritised and addressed issues concerning Council's long term financial sustainability issues through adopting **new programs and measures including improved efficiencies, expenditure savings and increasing Council revenue**.
- We are addressing gender imbalances in the Council workforce with programs such as **promotion of female staff working in open spaces**, which was recognised as **finalist in the NSW Local Government Professionals Organisational Diversity and Inclusion Award**.



Highlights 2022-2023

Councillors

Councillors are directly elected by the community and as the governing body of the Council, they are responsible for setting and monitoring the strategic and policy direction of the Council on behalf of and for the benefit of the Strathfield community. To support Councillors in their roles, they are provided with fees, expenses and facilities, ongoing development and learning programs, regular workshops, briefings and information updates. Attendance by Councillors at Council meetings is reported on page 71. Further information on Councillors fees, expenses, training and development, interstate and overseas trips is available in the section of the report on statutory reporting.

Organisational Review

Following review of the organisation, a new organisational structure was adopted in July 2022. Council's General Manager, Michael Mamo, joined Council in August 2022. The new organisational structure created three departments: Corporate & Community, Engineering and Operations and Planning & Environment. Under the new structure, three new Directors were subsequently appointed: Kristy Watts (Director Corporate and Community), Cathy Edwards-Davies (Director Engineering and Operations) and Clare Harley (Director Planning and Environment). You can read about our Organisation on pages 91-97.

Integrated Planning and Reporting

After extensive community consultation, Council endorsed the new Community Strategic Plan 'Strathfield 2035', Delivery Program 2022-2026 and Operational Plan 2022-2023 in June 2022 for commencement on 1 July 2022. The Delivery Program and Operational Plan was revised and re-exhibited to include amendments and a proposal for a Special Rate Variation which was adopted by Council in February 2023. The Delivery Program 2022-2026 and Operational Plan 2023-2024 was revised, publicly exhibited and adopted on 27 June 2023 for commencement on 1 July 2023. You can read about Integrated Planning and Reporting System on pages 100-101.

Community Engagement

Council continued to work with our community to understand the broad range of issues important to them. Engaging with our community and listening to different perspectives helps us make better informed and more sustainable decisions. A critical part of our day-to-day business, it also helps us achieve our organisational vision and mission as well as fulfil our values of teamwork, customer focus, innovation and safety. You can read about our Community Engagement activities for 2022-2023 on pages 74-75.

Improving Council's Financial Sustainability

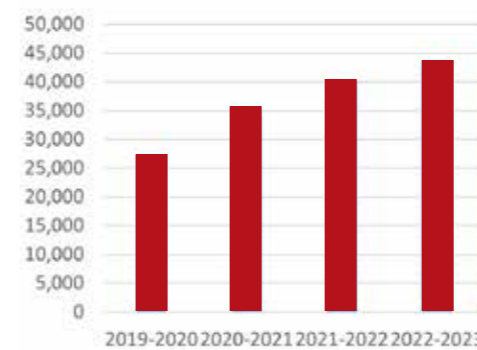
Council undertook a review of its operations and finances, which identified significant funding gaps, ongoing deficits and increasing asset backlogs. To address these issues and improve Council's long term financial sustainability, a range of measures were adopted in 2022-2023 to increase Council's revenue, improve, prioritise and fund its asset infrastructure management to reduce backlogs, improve organisational efficiencies.

Customer Services

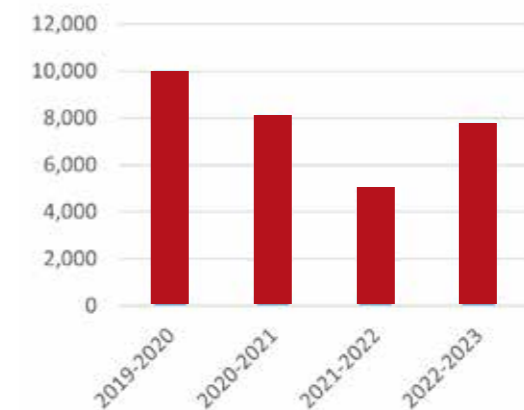
Council's Customer Services provides multiple touch points for customers including in-person counter functions at 65 Homebush Road Strathfield, a call centre, and a telephone after-hours 24/7 service. Over 2022-2023, 43,552 calls were made to Strathfield Council, with Council's Customer Service team directly handling 30,870 calls with an average grade of service of 86% (answered within first 20 seconds). A new Customer Service Charter was adopted in May 2023. Actions were implemented in 2022-2023 to improve the services offered to the public including installing a duty planner desk in the Service Centre, a register of compliments received to recognise outstanding staff efforts, new processes for automating and issuing 735A certificates and launch of an online certificate ordering portal for s.10.7, s.603 and s.735A certificates.



Calls to Customer Service



Visits to Customer Service





Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Council's customer services satisfaction rating (excellent-good rating)	51% (2018)	59% (2023)	⬆	Civic Leadership
Community satisfaction with Council's efforts to give the community a say on issues that affect them (excellent-good rating)	55% (2021)	45% (2023)	⬇	Civic Leadership
Council's overall performance satisfaction rating (excellent-good rating)	61% (2018)	54% (2023)	⬇	Civic Leadership

LEGEND ⬆ improving ⬇ declining ⬄ stable

Looking Ahead 2023-2024

- We will support our Audit, Risk and Improvement Committee and use recommendations to improve the efficiency and accountability of Council's operations. In 2023-2024 we will undertake service reviews of our Civic Works and Street Sweeping Services.
- We will review, implement and monitor an effective and compliant Enterprise wide Risk Management Program to effectively manage and minimise Council's risk exposure, review our insurance program and ensure that Council has an effective compliance Internal Audit Program including an internal audit plan
- We will notify and engage with the community on proposals, strategies, plans and policies in accordance with Council's Community Engagement Strategy.
- We will provide support for Council and Committee meetings, ensure the public has live access to council meetings, and publish business papers and minutes of meetings.
- We will provide support for Councillors and provide access to learning and development programs and regular workshops. We will prepare for the 2024 Council election and prepare a new Councillor induction program.
- We will review our strategies, prepare plans and provide performance reports including Annual Reports as required by the Integrated Planning and Reporting (IPR) framework
- We will focus on improving our financial sustainability including the implementing the new Council rating structure, managing rates and sundry debtors, preparation of plans and reports such as Long Term Financial Plan (LTFP), Annual Budget, Quarterly Budget reviews, investments reports, annual audited financial statements and other statutory report requirements.
- We will commence preparation of a Land and Property Strategy and undertake review of leases and licences
- We will undertake asset conditions audits and review of relevant Asset Management Plans
- We will prepare and implement Council's Workforce Plan including EEO Management Plan and Work, Health and Safety programs to ensure Council has an agile and capable workforce which is resourced and supported to deliver effective programs and services
- We will provide public access to information through GIPAA, comply with record keeping requirements, review our Privacy Management Plan and public disclosure policy and reporting
- We will provide efficient and effective Customer Services and manage an effective complaint management process.





Statutory Reporting 2022 - 2023

Applications to Access Information

Government Information (Public Access) Act 2009 s.125(1)
Government Information (Public Access) Regulation 2018, cl.8, Schedule 2

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

Number of applications received	2019-2020	2020-2021	2021-2022	2022-2023
GIPAA formal access requests	9	21	18	23
GIPAA informal access requests	221	231	161	136

SCAN HERE
TO AGENCY
INFO GUIDE



Council lodged a *Government Information (Public Access) Act 2009* Annual Report for 2022-2023 and reviewed Agency Information Guide with the Information and Privacy Commissioner in 13 September 2023.

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

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn	TOTAL
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	5	0	0	0	0	0	0	0	0
Members of the public (other)	16	0	2	0	0	0	0	0	0
TOTAL	21	0	2	0	0	0	0	0	0

Table B: Number of applications and outcomes

	Access	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn	TOTAL
Personal Information application	0	0	2		0	0	0	0	0
Access applications (other than personal information applications)	21	0	0	0	0	0	0	0	0
Access application that are partly personal information application and partly other.	0	0	0	0	0	0	0	0	0
TOTAL	21	0	2	0	0	0	0	0	0

Table C: Invalid applications

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

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

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

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

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

Table F: Timeliness of processing applications:

Timeliness	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	20
Decided after 35 days (by agreement with applicant)	1
Not decided within timeframe (deemed refusal)	2
TOTAL	23

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

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

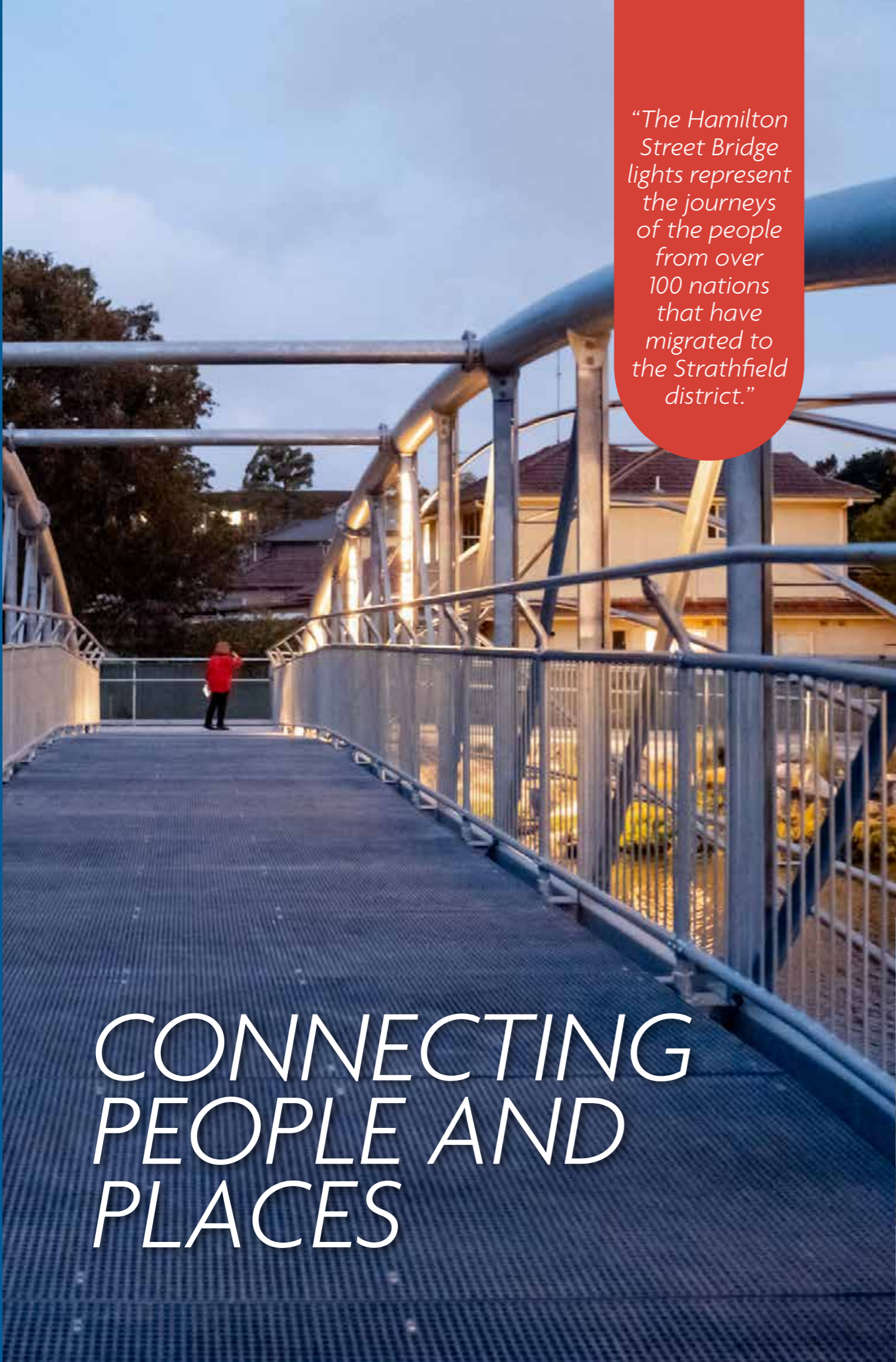
Table H: Applications for review under Part 5 of the Act (by type of applicant)

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

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

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






“The Hamilton Street Bridge lights represent the journeys of the people from over 100 nations that have migrated to the Strathfield district.”

CONNECTING PEOPLE AND PLACES





Council is working with partners including the City of Canada Bay Council to build three new pedestrian and cycleway bridge crossings across Powells Creek Homebush at Lorraine Street, Hamilton Street and George Street. The bridges will link with parts of the Bay to Bay shared pathway, a continuous collection of cycle and pedestrian paths linking Botany Bay to Sydney Olympic Park. The new bridge program also provides opportunities for active transport and access to parks and reserves along Powells Creek in Strathfield and City of Canada Bay Councils.

The Lorraine Street Bridge features lights that represent the bird migration between Siberia & Strathfield. Lights represent the patterns formed by movement of both people and animals, as thousands of individuals have often followed the same path. The lightworks pay testament to the power, magnitude and importance of these migratory journeys, while also celebrating the journey and story of every individual.

The Hamilton Street Bridge lights represent the journeys of the people from over 100 nations that have migrated to the Strathfield district, including the First Nations. The lights represent these journeys around Earth's circumference.

The project is funded by the NSW Government under the Parramatta Road Urban Amenity Improvement Program (PRUAIP) to improve open space and active transport links along the Parramatta Road corridor. An additional facet of this project is the inclusion of public art on each bridge representing aspects of the cultural, social and environment life and heritage of the local district.



Councillors

Councillors Fees, Expenses and Facilities

Local Government Act 1993 s.428 (f), Local Government (General) Regulation 2021 cl.217 (a) (a) (I-viii) and Councillor Expenses and Facilities Policy.

To support Councillors in performing their role, Councillors receive fees, facilities and reimbursement of expenses. Fees for Councillors and the Mayor are determined by the Local Government Remuneration Tribunal annually.

Councillor's facilities and expenses including monetary limits are set out in Council's Councillors Expenses and Facilities Policy. The following fees were paid in 2022-2023:

Mayoral Allowance (excluding Councillor fees)	\$42,176
Councillors Fees	\$135,391
Superannuation contributions	\$9,339
TOTAL	\$186,906

The following costs were incurred during 2022-2023 for the payment of expenses and provision of facilities to Councillors (excluding fees):

Type of expense	Requirement	Total Cost (\$)
Dedicated office equipment including laptop computers, mobile devices and any installation costs	LG (General) Reg. 2021 cl.217 (1)(a1) (i)	4,658.41
Telephone calls (including landline and mobile calls)	LG (General) Reg. 2021 cl.217(1) (a1) (ii)	0
Councillors Conference and Seminar Expenses	LG (General) Reg. 2021 cl.217(1) (a1) (iii)	15,997.44
Councillor Training and Skill Development	LG (General) Reg. 2021 cl.217(1) (a1) (iv)	6,654.12
Total costs of interstate visits including cost of transport, cost of accommodation and other out-of-pocket expenses	LG (General) Reg. 2021 cl.217(1) (a1) (v)	11,671.77
Total cost of overseas visits including cost of transport, cost of accommodation and other out-of-pocket travelling expenses	LG (General) Reg. 2021 cl.217 (1) (a1) (vi)	7,043.20
Spouse or partner expenses	LG (General) Reg. 2021 cl.217(1) (a1) (vii)	0
Childcare expenses	LG (General) Reg. 2021 cl.217(1) (a1) (viii)	0
Other Expenses and Provision of Facilities - Printer /photocopier, business cards	LG (General) Reg. 2021 cl.217(1) (a1)	677.20
TOTAL		\$46,702.14

Councillor Induction training and professional development
Local Government (General) Regulation 2021 cl.186

A total of \$6,654.12 was expended on Councillor Training and Skill Development.

2022-2023 Induction Training/Refresher induction sessions

Name of training course	Participants
Code of Conduct training sessions	All councillors attended
Chairing and Effective Meeting Procedures for Councillors training session	All councillors attended

2022-2023 Ongoing Professional Development Programs attended.
No councillor attended professional development programs.

2022-2023 Seminars, Circulars or other Activities delivered as part of Ongoing Professional Development.

Councillor Interstate Visits

Local Government (General) Regulation 2021 cl.217 (1) (a1) (v)

Councillors Blackmore, Cai, Pensabene and Reddy attended National General Assembly of Local Government in Canberra in June 2023. Total cost was \$11,671.77.

Overseas Visits

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

In October 2022, Cr Blackmore, Cr Cai and the General Manager visited Gapyeong County in South Korea, which is Council's Sister City. The purpose of the trip was for cultural and education exchanges. The total cost of the trip was costs of the trip were \$9,426.52.

The following circulars were issued to all councillors:

- OLG Circular 2 November 2022 – 22-33 Misuse of Council Resources – March 2023 State Election
- OLG Circular – 22-38 Consultation on the outcomes of the review of the councillor misconduct framework
- OLG Circular – 23-09 September 2023 mayoral elections

Date	Councillor Workshop - topic	Blackmore	Cai	Datta	Hall	Pensabene	Reddy	Maheswaran
20/9/22	IPART, Financial Sustainability and Special Rate Variation Presented by General Manager and Morrison Low consultants	•	•	•		•	•	
26/10/22	Financial Sustainability and Special Rate Variation: Workshop 2 – Rates and DWM Review Presented by General Manager and Morrison Low consultants	•	•	•		•	•	•
8/11/22	Financial Sustainability and Special Rate Variation Presented by General Manager and Morrison Low consultants	•	•	•	•		•	•
24/1/23	Councillor Workshop 24 January 2023 – Conflict of Interest – Refresher Presented by Executive staff	•	•	•	•	•	•	•
23/5/23	Key Governance Learning – Executive staff			•		•	•	
	TOTAL	4	4	5	2	4	5	3

Councillor Conduct and Complaint Handling

There were five (5) formal code of conduct complaints received about Councillor/s under Council's Code of Conduct in 2022-2023. Our Code of Conduct is designed to encompass the provisions outlined in the Model Code of Conduct for Local Councils in New South Wales (NSW). It establishes a set of fundamental ethical standards to govern the behaviour of council officials. This regulatory framework serves several essential functions:

- Clarifying Expected Standards: It provides council officials with a clear understanding of the conduct standards that are anticipated from them.
- Statutory Duty Fulfillment: It assists council officials in fulfilling their statutory obligation to act honestly and exercise due care and diligence in their roles.
- Enhancing Public Confidence: It encourages council officials to act in a manner that promotes public trust and confidence in local government.

Non-compliance with these standards by a councillor constitutes misconduct as defined by the Local Government Act of 1993. This legislation empowers the imposition of various penalties for misconduct, including suspension or disqualification from civic office. Our General Manager is responsible for addressing complaints related to councillor conduct in line with the Code of Conduct. Complaints may pertain to various matters, including but not limited to:

- Disclosure of Confidential Information: Breach of confidentiality.
- Improper Use of Office: Using the position of councillor for personal gain or to the detriment of the local government or other parties.
- Misuse of Local Government Resources: Inappropriate use of resources under council jurisdiction.
- Unauthorised Involvement in Administrative Matters: Interference in administrative matters without proper authorization.
- Improper Conduct towards Council Officials: Making offensive or objectionable statements about council officials or attempting to improperly direct or influence them.
- Gifts and Notifiable Transactions: Receipt of notifiable or prohibited gifts.

Complaints are dealt with per Council's Code of Conduct procedures, which may require formal coaching, training, feedback through to formal investigation depending on the matters presented.

Disability Inclusion

Disability Inclusion Plan

Disability Inclusion Act 2014 s.13 (1)

The Strathfield Council Disability Inclusion Action Plan 2020-2024 identifies actions and timeframes aligning with the five themes of the Community Strategic Plan. The following actions were taken in the 2022-2023 year to implement actions in the plan.

Action item	Response
1.1 Customer Service is welcoming and accessible	Customer service has an accessible ramp for entering and exiting the Service Centre. 2 wheelchair accessible counters at the Service centre.
1.3 Council staff training in disability inclusion	Currently exploring options for available providers to deliver staff training in disability inclusion.
1.4 Installation of Bluetooth Hearing loops in public facilities	Received an updated quote in 2023 for installation of Bluetooth Hearing loops. This items has to be budgeted for and yet to be approved (delayed by Town hall renovations).
1.5 Deliver community education in disability in partnership with disability organisations	<p>Promotion of many programs for disability inclusion and information including:</p> <ul style="list-style-type: none"> - Physical Disability Council of NSW workshops for people with a disability and their carers - Australian Centre for Disability Law workshops for students of all ages with disability to advocate for reasonable adjustments and learning support (in-person and online) - Sydney Local Health District Carers program listed on Council's webpage for information, events and networking, such as CHAT Registry and CHAT Live. - Dementia information on Council's webpage include general information of what dementia is, support for carers and translated factsheets for community - Brain Fit Information session delivered by Dementia Australia for community to learn about brain health, risk factors for dementia and develop a brain fit action plan. - 'Understanding dementia' and 'preventing' dementia' short online, free courses promoted to community delivered by University of Tasmania, The Wicking Dementia Centre.

1.8 Promote International Day for People with Disability	Strathfield Council promoted International Day for People with Disability 2022 on Council's social media platform. This year for IDPWD, Council purchased and donated 182 tickets to local high schools with students with disabilities which include Chalmers Road School (75 tickets), Strathfield South High School (86 tickets) and Homebush Boys School (21 tickets) to enjoy a free game of bowling at local, accessible establishment, Strathfield Superbowl.
2.1 In accordance with budget constraints, include access improvements to existing facilities	Strathfield Council is continuing this ongoing process.
2.11 Sporting facilities are upgraded	Strathfield Council is continuing this ongoing process and completed all projects to comply appropriately.
2.13 Library facility at Rochester St Homebush upgraded	Strathfield Council has completed this project for Strathfield Library.
2.14 Connector bus service commenced to improve travel options in Strathfield	Strathfield Council currently have two out of five wheel chair accessible buses in our fleet. They have air hydraulics system that automatically lowers the bus when the door opens up, there is also a pull out ramp to assist wheel chairs, push walkers and prams to be able to board our bus with ease. Council always prioritise having at least one Hino Poncho on route, when and if available.
2.15 Footpaths are audited and maintained and upgraded	Footpaths are chosen for repair or replacement as per audit, inspection and community consultation as part of the Budget and Operational Plan, new footpaths comply with design standards and accessibility requirements as per AS 1428.
2.16 Promotion of Council events include information on accessibility	Strathfield Council is continuing this ongoing process and allows for community event listings to include accessibility information for events or programs.
2.17 Accessible toilet facilities are provided at Council events	Strathfield Council has provided accessible toilet facilities for all Council events, whether in permanent amenities buildings or brought in temporarily in the form of porta-loos.
2.18 Review, prioritise and install signage and tactile ground surface indicators at key installations	Where a hazard exists, or protrudes within the continuous accessible path of travel, additional hazard warnings have been included to alert people who are blind or have low vision. These may include but are not limited to higher luminance contrast of obstacle with surrounding paving materials, and appropriate use of Hazard TGSIs to warn of obstacle.
2.2 Audit all of Council's facilities to maintain and/or upgrade	Strathfield Council is continuing this ongoing process and has recently undertaken an audit of all Council's built assets.

2.4 Consultation with internal stakeholders to ensure Universal Design and inclusive principles are implemented in planning and design of projects	Strathfield Council is continuing this process ensuring universal design and inclusive principles are implemented across the LGA and has completed this for the 2022-2023 period.
2.6 Prioritise improvements and upgrades for parking, bus stops and shelters	When reviewing existing disabled parking bays or implementing new spaces, Council ensures that all spaces meet the standard of AS2890.6, which outlines the requirements for on- and off-street disabled parking spaces, and that spaces are appropriately signposted and line marked. Furthermore, Council consults with Sydney Transit Systems when relocating a bus stop to ensure the stop is suitable for all persons including disabled, and Council ensures that bus shelters are compliant with disability standards and are installed appropriately.
2.7 Disability parking bays are monitored to ensure appropriate use	Council undertakes patrols, checking for illegal use of disability parking bays in Council's Car Parks and street parking in both residential and commercial areas. Compliance is generally good, with 124 PIN issued for breaches identified in 2022-2023 period.
2.9 Parks, playgrounds and walkways are audited and upgraded for accessibility	Strathfield Council is continuing this ongoing process and completed all projects to comply appropriately.
3.4 Ensure accessible footpaths and provide Disability Parking spaces	Council regularly responds to requests from residents and business owners on providing disabled parking spaces, with new spaces being subject to Traffic Committee approval and regular review to ensure the spaces are still being used, and existing spaces being upgraded if necessary to meet current standards to ensure access for all.
4.02 Annual Report to the NSW Minister for Disability Services	Annual report to NSW Minister for Disability Services for Disability Inclusion Action Plan completed in December 2022.
4.03 Disability Inclusion Access Plan promoted to the public	Council's Disability Inclusion Action Plan is promoted to the public with a permanent fixture on Council's webpage.
4.05 Community Consultations with people with disability	Council has consulted with people with disability and disability organisations to provide feedback on the community, plans and better accessibility for people with disability living, working, studying and visiting the Strathfield LGA. This consultation contributed towards Strathfield Council's Community Strategic Plan 2035. Council has also established two committees, Wellbeing Advisory Committee and Multicultural & Diversity Advisory Committee, which both raise topics on disability/diversity for the community and how to better address these.



Homebush Vibes

Financial

Financial Contributions and grants

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

Total amount contributed or granted under s.356 Local Government Act 1993 (financially assisting others) by Council was \$67,526 which comprised of:

Name of program	Amount (\$)
Customer service has an accessible ramp for entering and exiting the Service Centre. 2 wheelchair accessible counters at the Service centre	
Community Grants	\$54,500
Donations or Grants via Council resolution	\$13,026
TOTAL	\$67,526

Community Grants

Council's Community Grants are advertised on an annual basis and are open for local community, recreation, sporting and environment groups to submit projects to Council for consideration for grant funding assistance. The following grants were awarded in 2022-2023:

Community Grants Recipients	Purpose	Grant Amount Awarded (\$)
Australian Korean Association and Sydney NSW Inc	Intergenerational Korean program	\$2,000
Chalmers Road School P&C Association	Enclose School Pool	\$5,000
Differently Abled People Association Incorporated	Chinese painting classes for people with disabilities and carers	\$2,000
Friends of Symphonia Jubilate	Concert	\$5,000
Gelling Avenue	Christmas Committee	\$1,500
Hindu Council of Australia	Deepavali festival	\$5,000
Holy Archangel Michael Serbian Orthodox Church	Renovate and upgrade community hall facility	\$1,000
Homebush Public School P&C Association	Update community collaboration centre	\$2,000
Multicultural Seniors Association	Traditional Asian dance workshops	\$2,000
Rotary Club of Strathfield	Peter Smith scholarship	\$1,000

Community Grants Recipients	Purpose	Grant Amount Awarded (\$)
St Anne's Anglican Church Hall Strathfield	Hall storage	\$1,000
St Merkorious Charity Association Inc.	Community meals and event	\$1,000
St Paul's Anglican Church	Storage shed for food pantry	\$5,000
Strathfield Australians of Indian Subcontinental Heritage Inc	Indian subcontinental festival	\$5,000
Strathfield Committee of Children's Medical Research Institute	Purchase of iPad and Square EFTPOS terminal for fundraising events	\$1,000
Strathfield Cricket Club	Installation of electronic scoreboard	\$2,500
Strathfield Football Club	Strathfield FC female football festival	\$2,500
Strathfield Girls High School P&C Association	Indigenous garden beds	\$1,000
Strathfield School for Seniors	Promotion of Strathfield School for Seniors	\$1,000
Strathfield South Public School P&C Association	Musical resources	\$3,000
Strathfield West Senior Citizen	Physical and mental fitness	\$1,000
Sydney Korean Uniting Church	Korean playgroup	\$1,000
Telugu Association Incorporated	Telugu cultural performing arts for Telugu language school students	\$1,000
The Shepherd Centre – for deaf children	Kidscape – Group education and social inclusion program for children with hearing loss and their families in Strathfield	\$2,000
TOTAL		\$54,500

Grants and Donations (including Small Grants Policy)

The following grants or donations were awarded in 2022-2023 via Council resolution.

Name of recipient	Purpose	Amount donated (\$)
Friends of India	HOLI cultural event	\$2,500.00
Homebush West Public School P&C	Community Breakfast Hub for parents/community to connect over	\$2,500.00
Marian Court Residents Committee	Senior-Friendly composting system for residents	\$990.00
Priscilla Baydoun (Individual)	Gymnastics competition in Gold Coast, QLD - representing NSW	\$836.00
Rotary Club of Strathfield	Vocational Excellence and Youth Achievement Awards	\$2,500.00
Strathfield Junior Rugby League Club	Sports canteen and sporting services for winter season of rugby for children	\$2,500.00
Victoria MacFarlane (Individual)	Dragon Boat Racing - International Competition in Thailand - representing Australia	\$1,200.00
TOTAL		\$13,026.00

Rates and Charges Abandonment

Local Government (General) Regulation 2021 cl.132

Rates and annual charges totalling \$6,450.60 were abandoned during 2022-2023.

Stormwater Charge

(Local Government Regulation clause 217 (1) (e))

The Stormwater Management Service Charge is made in accordance with the Local Government Amendment (Stormwater) Act 2005 and Local Government (General) Regulation 2021. A "stormwater management service" is defined as a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose. Council has established a Stormwater Management Service Charge and in 2022-2023 levied the charge at:

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

Annual income from the Stormwater Management Charge in 2022-2023 totalled \$309,256 with the amount of \$594,509 carried over from the previous period as works were deferred from previous years.

A total of \$534,489 was expended on capital works, repair and maintenance. These works included Dean Street Strathfield South, Woodward Avenue Strathfield and Vernon Street Strathfield.

At 30 June 2023, Council has restricted an amount of \$587,043 as Stormwater Management Reserve.

Work on Private Land

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

Council did not carry out work on private land in 2022-2023.

Contracts and Legal

Legal Proceedings

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

On the information available to Council, from 1 July 2022 to 30 June 2023, there were a total of 25 Local Court matters involving Council where the offender elected to have the matter heard in Court.

\$662,335.53 of expenses were incurred in relation to legal proceedings. This was comprised of:

Item	Amount incurred
Legal expenses: planning and development	\$ 626,473.43
Legal expenses: debt recovery	\$29,372.60
Legal expenses: other	\$6,489.50
TOTAL	\$ 662,335.53

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

Actions against Council

Matter	Outcome
AGIT Investment Pty Ltd v Strathfield Municipal Council [2022] NSWLEC 1419 2-34 Davidson St, Greenacre Appeal against an actual refusal of a development application	Resolved via s34 conciliation agreement
CN Rochester Pty Ltd & B & L Touma Pty Ltd v Strathfield Municipal Council [2022] NSWLEC 1391 14 Rochester St, Homebush Appeal against deemed refusal of a development application	Resolved via s34 conciliation agreement
H.A Design Group Pty Ltd v Strathfield Municipal Council [2022] NSWLEC 1521 2 Woodward Ave, Strathfield Appeal against an actual refusal of a development application	Resolved via s34AA conciliation agreement
Developer Entity Pty Ltd v Strathfield Municipal Council [2023] NSWLEC 1118 33 Mackenzie St, Homebush Appeal against an actual refusal of a development application	Appeal dismissed in Council's favour.

Matter	Outcome
AMH Subsidiary Pty Ltd v Strathfield Municipal Council [2023] NSWLEC 1225 14-26 Telopea Ave, Homebush West S4.55(8) modification application lodged directly with the Court	Resolved via s34 conciliation agreement
Hyside Projects Subtwo Pty Ltd v Strathfield Municipal Council [2023] NSWLEC 1217 21 Parramatta Road, Homebush Appeal against deemed refusal of a development application	Resolved by s34 Agreement
Sykton Holdings (No 5) Pty Ltd v Strathfield Municipal Council 74-76 Marlborough Rd, Homebush West Appeal against actual refusal of the Planning Panel	Ongoing
Fairmont Homes v Strathfield Municipal Council 6 Cave Road, Strathfield Appeal against Penalty Notice	Ongoing
Empirical Developments v Strathfield Municipal Council 31 Augusta St, Homebush Appeal against Penalty Notice	Ongoing
M Sukkar v Strathfield Municipal Council 31 Howard St, Homebush Appeal against Penalty Notice	Ongoing
R Gupta v Strathfield Municipal Council Appeal against Penalty Notice	Ongoing

Actions commenced by Council

Matter	Outcome
Strathfield Municipal Council v Aussie Skips Recycling Pty Ltd 84-108 Madeline St, Strathfield South Class 4 proceedings (prosecution)	Ongoing
Strathfield Municipal Council v Malass 27 Boden Ave, Strathfield Class 4 proceedings (prosecution)	Ongoing

Contracts

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

The table below shows the contracts that were awarded between 1 July 2022 and 30 June 2023 with a contract value of greater than \$150,000:

Contractor	Nature of Service	Contract value (\$)
Bitzios Consulting	Traffic and Transport Study for the Strathfield LGA	\$319,264.00
Blackadder Associates	Support for Consultation services for recruitment of General Manager (CEO) and Directors for SMC	\$220,000.00
Brenic Constructions Pty Ltd	Supply and Support for Building Services and Construction works	\$280,000.00
CIVECO Pty Ltd	Construction of New Shared Concrete Path at Hudson Park	\$409,300.10
Data 3 Limited	Microsoft Azure Services - Overage Consumption Charges	\$654,792.00
First Class Slate Roofing	Strathfield Town Hall Works Repair works	\$642,389.00
Grillex Pty Ltd	Recreational and Associated Infrastructure at Council Parks	\$180,000.00
Infrastructure Management Group Pty Ltd	Support for Consultation services for Locating and Condition Assessment of Road Reserve Assets	\$184,230.00
Local Government Project Solutions	Assistance with Council grant funded projects	\$253,385.00
Mack Civil Pty Ltd	Domain Improvement on Station Street, Homebush NSW	\$2,050,062.58
Mansour Paving (Aust) Pty Ltd	Hamilton Street Bridge Footpath Construction	\$158,987.40
Morrison Low Consultants Pty Ltd	Special Rate Variation (SRV) Project Application Review	\$300,000.00
Power By Watts Pty Ltd	Lorraine Street Bridge Electrical works	\$164,984.60
Preferred Turf Pty Ltd	Supply and lay of 15mm Multi-sports Premium Turf	\$416,043.63
San Marino Concreting Pty Ltd	Support for Concrete footpath replacement works for Hamilton street bridge footpath construction	\$260,000.00
SGS Economics & Planning Pty Ltd	Support services for Medium Density Housing Strategy	\$199,232.00

Sold Out National Event Mngt	Supply and Support for Community Engagement Events	\$448,800.00
Stateline Asphalt Pty Ltd	Road works at Cosgrove Road, Strathfield South	\$168,795.00
Street Furniture Australia	Recreational and Associated Infrastructure for Council Parks	\$160,000.00
Sullivans Construction	Support services for Town Hall Repair Works	\$377,960.00
Summit Open Space Services	Support services for Street Tree Maintenance in Strathfield	\$265,000.00
TORO Australia Group Sales	Plant Purchase - 1 x Toro Ground master for Parks Team	\$216,452.00
TPG Network Pty Ltd	2022-2023 Internet & site-to-site charges	\$306,268.00
Visual Inspirations Australia Pty Ltd	Installation and deinstall of 4 Christmas trees for Strathfield LGA	\$220,000.00
Wormald Australia Pty Ltd	Support for Fire protection and Occupant Warning System	\$191,235.00

External Bodies Exercising Council Functions

Local Government (General) Regulation 2021 cl.217 (1) (a) (6)

Council did not delegate functions to any external bodies in 2022-2023.

Companies in which Council held a controlling interest

Local Government Act 1993 s428 (2) (p)

Council did not hold a controlling interest in any companies during 2022-2023.

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

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

Strathfield Council has not participated or hold any interest in corporations, partnerships, trust, joint ventures, syndicates or other bodies (whether or no incorporated). For the purposes of public transparency, Strathfield Council is a member of the following organisations:

- Cooks River Alliance (CRA)
- Resilient Sydney
- Southern Sydney Region of Councils (SSROC)
- Parramatta River Catchment Group (PRCG)
- Statewide Mutual
- Library Consortium Management System
- Aboriginal Heritage Office.

Modern Slavery

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

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

Strathfield Council now has updated Modern Slavery clauses in the General Conditions of Contract, addressing compliance, due diligence, sub-contractors, response to incidents and termination. There is ongoing review of the current procurement policy which will accommodate future actions such as, risk mitigation processes, employee training and auditing. Also Council will enact practices to address modern slavery and embed ethical purchasing into the council's business processes.

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

Strathfield Council takes proactive steps to ensure compliance, including reviewing contracts and agreements

with subcontractors to ensure they include modern slavery terms - requiring subcontractors to supply written statements in accordance with the Industrial Relations Act, and enabling engagements to be revoked with subcontractors that continually fail to meet their obligation to provide these written statements.

Strathfield Council has begun to develop their modern slavery risk governance framework, developing risk strategies and assess their modern slavery risks, working towards a position to satisfy the reporting requirements.

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

References:

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



Planning

Planning agreements compliance and effects

Environmental Planning & Assessment Act 1979 s.54P(1)

No environmental planning agreements were made in 2022-2023

Planning Developer Contributions and Levies

Environment Planning and Assessment Regulation 2021, cl 218A(1), 218(A)(2) (a),(b),(c),(d),(e),(f),(g), 218(3)(a),(b)

A total of \$7.155m contributions and levies was received in 2022-2023 and a total of \$1.204m was spent during financial year 2022-2023.

The following table shows the movement of developer contributions during the financial year 2022-2023:

\$'000	Opening balance at 1 July 2022	Cash	Non-cash (Land)	Non-cash (Other)	Interest earned	Amounts expended	Internal Borrowings	Held as restricted asset at 30 June 2023
Parking	418	-	-	-	8	-	-	426
Community facilities	(948)	498	-	-	-	(87)	-	(537)
Roads and traffic facilities	393	675	-	-	13	(332)	-	749
Major open space	(1,647)	3,150	-	-	28	-	-	1,531
Local open space	3,618	1,211	-	-	86	(116)	-	4,799
Administration	317	73	-	-	6	(55)	-	341
S7.11 Contributions - Under a Plan	2,151	5,607	-	-	141	(590)	-	7,309
S7.12 levies - under a plan	7,705	1,548	-	-	158	(614)	-	8,797
Total S7.11 and S7.12 revenue under plans	9,856	7,155	-	-	299	(1,204)	-	16,106
S7.11 - not under plans	874	-	-	-	16	-	-	890
Total Contributions	10,730	7,155	-	-	315	(1,204)	-	16,996

The following table details for projects for which contributions and levies have been used:

Contribution Plan	Project Description	Kind of public amenity or service	Sum of contribution expended during FY2022/2023
S7.11 (DP)	Embellishment - Community Building - Dutton Centre 44 Augusta St	Community Facilities	\$36,748
S7.11 (DP)	Embellishment - Community Building - Melville Hall	Community Facilities	\$50,025
S7.11 (DP)	Embellishment - Exeloo Public Toilet at Henley Rd Carpark - Homebush West	Local Open Space	\$116,359
S7.11 (DP)	Traffic Management/LATM Capital Works	Roads and Traffic Facilities	\$332,187
S7.12	Kerb & Gutter Capital Works	Roads and Traffic Facilities	\$327,123
S7.12	Stormwater Drainage New Capital Works	Stormwater Drainage	\$286,658
S7.11 (DP)	Administration of Contribution Plans	Administration	\$55,000
			\$1,204,102



Privacy and Public Interest Disclosures

Privacy and Personal Information Protection Act Report

Privacy and Personal Information Protection Act 1998

Privacy and Personal Information Protection Act Report

Privacy and Personal Information Protection Act 1998

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

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

There have been no privacy applications or requests for review lodged during 2022-2023.

The number of Internal Review Applications lodged during 2022-2023	0
The number of Internal Review Applications finalised during 2022-2023	0
The number of matters proceeded to the NSW Civil and Administrative Tribunal	0

Public Interest Disclosures

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

Council is required to report annually on their obligations under the Public Interest Disclosures Act 1994 and the Public Interest Disclosures Regulation 2011. Council satisfies these obligations with inclusion of this information in its Council's Annual Report. The reporting period under the Regulation is July 2022 to June 2023.

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

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

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

In accordance with the Public Interest Disclosure Act 1994, Council had adopted a Public Disclosures and Internal Reporting System Policy. The new Public Interest Disclosures Act was enacted in 2022. To support the implementation of the new legislation, Council is preparing new policy, procedures and training for staff and councillors.

Staff Reporting

Equal Employment Opportunity and Diversity 2022-2023

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

Strathfield Council have identified the need for an EEO Management Plan and are committed to the implementation of the plan across the next 12 months. In the past 12 months, Council has undergone significant changes across the workforce, including a majority new management structure. The Executive all agree on the need to implement an EEO Management Plan. Outside of a plan being in place, Council greatly values diversity and inclusion within the workplace and leaders are aware of the importance in providing equal opportunities to all.

Staff employment

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

The 'relevant day' set by the Office of Local Government for reporting on staff employment was 23 November 2022.

On this day, Council employed 175 people as permanent full-time staff, eight (8) people as permanent part-time and 57 people on a casual basis. The total headcount was 240 staff.

The number of employed persons who were senior staff was three (3), and the number of other persons engaged with Council under a contract or other arrangement for the purposes of labour was six (6), and we had one (1) apprentice at this time.

Senior Staff Remuneration

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

General Manager

The total remuneration package for the General Manager for the financial year ending 30 June 2023 was \$311,479 comprised of \$276,240 in base salary, \$11,500 motor vehicle benefit and \$23,739 in superannuation contributions. Note as this position was not filled until August 2022 and reported amounts are not based on a full year remuneration.

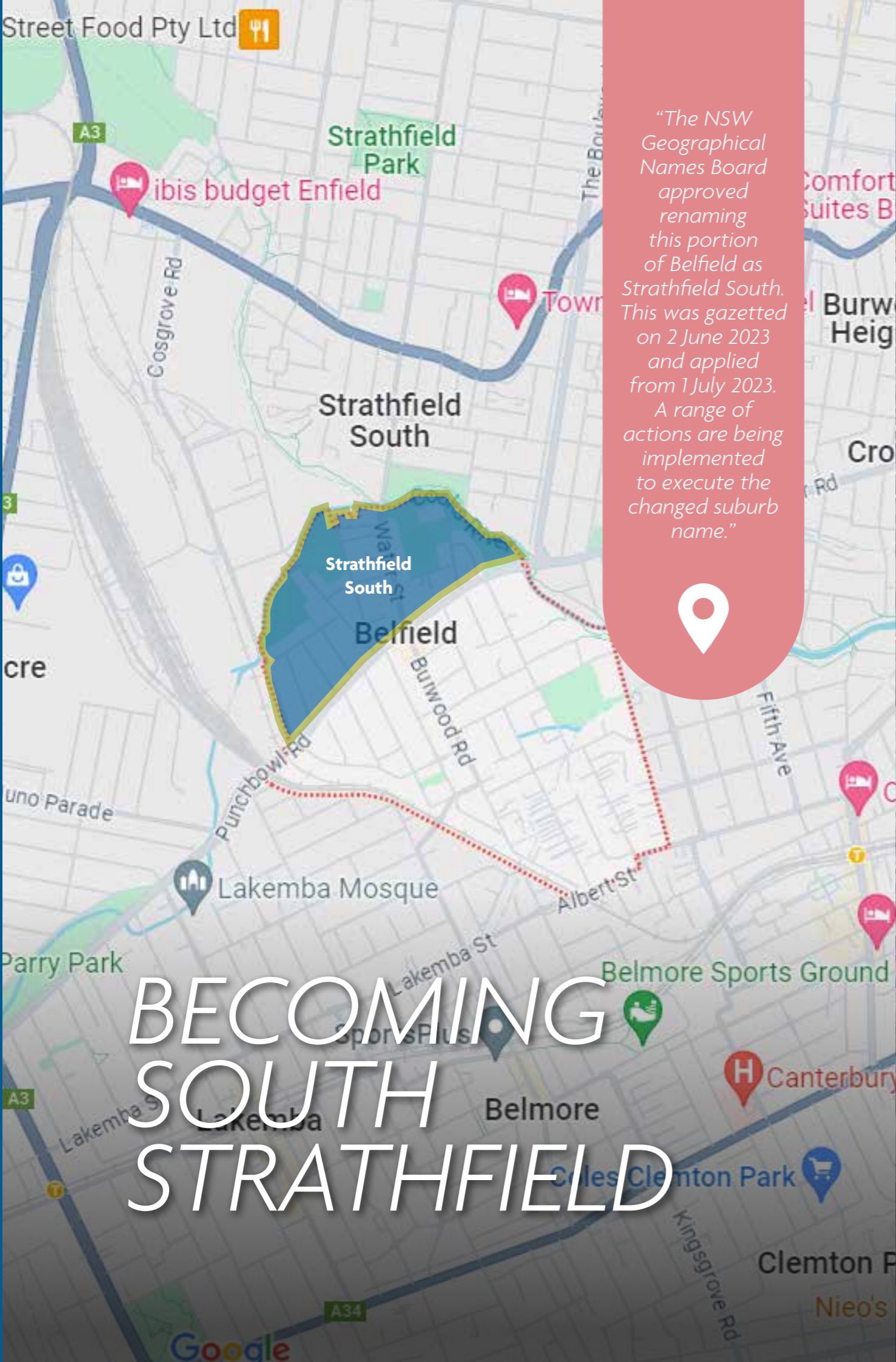
Senior Staff

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

- Director, Corporate and Community
- Director, Engineering and Operations
- Director, Planning and Environment

The total combined remuneration packages for Council's senior staff members for the financial year ending 30 June 2023 was \$486,418 which includes \$436,174 in base salary, \$4,023 in motor vehicle benefits and \$46,221 in superannuation contributions. Note that the three positions were filled after commencement of the financial year, the reported amounts are not based on a full year remunerations.





“The NSW Geographical Names Board approved renaming this portion of Belfield as Strathfield South. This was gazetted on 2 June 2023 and applied from 1 July 2023. A range of actions are being implemented to execute the changed suburb name.”



BECOMING SOUTH STRATHFIELD



The suburb of Belfield was partly located in Strathfield LGA and City of Canterbury-Bankstown LGA. The section of the suburb located in the Strathfield LGA measured 0.52 hectares with a population of about 1500 people. Representations from Belfield residents were made to Strathfield Council requesting that the portion of Belfield in the Strathfield LGA be renamed Strathfield South. Strathfield South shared boundaries with parts of Belfield. Naming of suburbs is determined in NSW by the Geographical Names Board.

In accordance with guidelines from the Board, Council conducted extensive community engagement on the proposal in 2021. The outcomes from the community engagement was forwarded to the Board to consider.

After considering all the submissions to the proposal, the NSW Geographical Names Board approved renaming this portion of Belfield as Strathfield South. This was gazetted on 2 June 2023 and applied from 1 July 2023. A range of actions are being implemented to execute the changed suburb name.

Public Health and Regulatory Activities

Companion Animals Act and Regulation Activities

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

A total of 69 companion animals (dogs and cats) were impounded with 21 animals re-homed. There were seven (7) dog attacks investigated and actioned.

Pound data returns

Council seize activity	Cats	Dogs	Total
Seized	0	0	0
Returned to owner	0	23	23
Transferred to Council's facility	0	0	0
Animals in and arriving at Council's facility	0	0	0
Animals in Council's facility	0	0	0
From seizures	0	0	0
Dumped/lost/roaming	0	0	0
Surrendered by owners	0	0	0
Animals leaving Council's facility	0	0	0
Released to owners	0	0	0
Euthanised – illness/temperament	20	2	22
Euthanised – dangerous	0	2	2
Sold	15	6	21
Released to an organisation to re-home	0	0	0
Died at Council facility / DoA	0	1	1
Stolen from Council facility	0	0	0
Escaped from Council facility	0	0	0

Data relating to dog attacks

Status	Incidents entered	Attacking dogs	Victims – human	Victims – animal
Commenced	7	1	6	0
Finalised	7	0	0	0
Under investigation	0	0	0	0
Total	7	1	6	0

Data relating to Dangerous/Restricted/Nuisance Animals

Status	Cats	Dogs	Total
Dangerous	6	0	6
Menacing	0	0	0
Restricted	0	0	0
Nuisance	0	1	1

Funding for managing and controlling companion animals

All pound data returns and data concerning dog attacks were lodged with the Office of Local Government in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act. A total of \$31,751.80 (ex GST) was expended on Council's companion animal management programs and activities.

Strategies for alternatives to euthanasia for unclaimed animals

Strathfield Council's pound is funded by Council and operated through the Enfield Veterinary Hospital, which supports a rehoming strategy for stray and lost animals as an alternative to euthanasia. Six (6) dogs were re-homed in 2022-2023. In 2022-2023, 35 cats and 34 dogs were pounded by Council. A total of 23 were returned to their owners which were all dogs.

Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There were seven (7) reported dog attacks in 2022-2023.

Community Education programs

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

Off-Leash areas

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

Private Swimming Pool Inspections

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

Requirement	Number
Number of inspections of tourist or visitor accommodation	4
Number of inspections of premises on which there are more than 2 dwellings	0
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pool Act 1992	68
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pool Regulation 2018	53

Capital works 2022-2023

Parks and Buildings

Hudson Park East Stage 2 works	Completed
A2 Fraser Street – Children’s Centre	Kitchen completed.
Maintenance of Council buildings	Scheduled maintenance programs completed. Reactive maintenance ongoing
Parks upgrade projects (WestInvest) including Hudson Park East, Airey Park, Begnell Field and Strathfield Park	Completion of masterplans

Roads Program

Description

Albert Road and Churchill Avenue (installation of Pedestrian Safety Fencing 70.0m)
Bridge Road and Loftus Crescent, Homebush (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding at this intersection)
Construction and opening of pedestrian bridges across Powells Creek at Lorraine Street, Homebush.
Melville Avenue, Strathfield (From Ada Avenue to Newton Road)
Dickson Road, Strathfield (From Beresford Road to Shortland Avenue)
Hill Street, Strathfield South (From Hillcrest Avenue intersection)
Hillcrest Avenue, Strathfield South (From Bennett Street to Dean Street)

Strathfield Avenue, Strathfield (From The Boulevarde to Nicol Parade)

Albert Road, Strathfield (From near the Elva Street intersection)

Pilcher Street, Strathfield South (From Madeline Street to Cosgrove Road)

Madeline Street, Strathfield South (From Pilcher Street to the Chicane)

Dean Street, Strathfield South (From Maria Street to Hillcrest Street)

MacArthur Avenue, Strathfield (From Noble Avenue to High Street)

Shortland Avenue, Strathfield (From Pemberton Street to Mitchell Road)

Albyn Road, Strathfield (From The Boulevarde to Kingsland Road)

Myrna Road, Strathfield (From Ada Avenue to Newton Road)

Drainage Program

Description

Vernon Street, Strathfield (Upgrade the existing pits and drainage pipe)

Woodward Street, Strathfield (Additional pits and lay new 450mm pipe)

Dean Street, Strathfield South (Lay new 450mm pipe and pits)

Kerbs and Gutter Program

Street	Section
Melville Avenue, Strathfield	Ada Avenue to Newton Road
Dickson Road, Strathfield	Beresford Road to Shortland Avenue
Hill Street, Strathfield South	Hume Highway to Coronation Parade
Hillcrest Ave, Strathfield South	Hill Street to Dean Street
Strathfield Avenue, Strathfield	The Boulevarde to Nicol Parade
Albert Road, Strathfield	Homebush Road to Elva Street
Pilcher Street, Strathfield South	Madeline Street to Cosgrove Road
Madeline Street, Strathfield South	Pilcher Street to the End (chicane)
Dean Street, Strathfield South	Maria Street to Hillcrest Street
MacArthur Avenue, Strathfield	Noble Avenue to High Street
Shortland Avenue, Strathfield	Pemberton Street to Mitchell Road
Albyn Road, Strathfield	The Boulevarde to Kingsland Road
Myrna Road, Strathfield	Ada Avenue to Newton Road

Program	
Location	Description
High Street	MacArthur Avenue to Amaroo Avenue
Mackenzie Street	Arthur Street to Badgerys Avenue
Maria Street	Chiswick Street to James Street segment
Maria Street	Clement Street to The Causeway segment
Maria Street	The Causeway to Dean Street segment
Morgan Place	Morgan Lane to Cave Road segment
Augusta Street	Rickard Road to Wallis Avenue
Augusta Street	Chalmers Road to Wallis Avenue
Noble Avenue	Amaroo Avenue to Macarthur Avenue
Noble Avenue	MacArthur Ave to High Street
Pemberton Street	Karuah Street to Shortland Avenue segment
Bareena Avenue	Yarrowee Road to Ada Avenue segment
Water Street	Excelsior Avenue to James Street segment
Chalmers Road	West Street to Gelling Street
Edgar Street	Fraser Street to Marion Street segment
Frances Avenue	Dean Street to Liverpool Road segment



General Purpose Financial Statements

for the year ended 30 June 2023

General Purpose Financial Statements

For the year ended 30 June 2023

Contents	Page
Understanding Council's Financial Statements	189
Statement by Councillors and Management	190
Primary Financial Statements:	
Income Statement	191
Statement of Comprehensive Income	193
Statement of Financial Position	193
Statement of Changes in Equity	194
Statement of Cash Flows	196
Notes to the Financial Statements	190
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	198
On the Financial Statements (Sect 417 [3])	

Overview

Strathfield Municipal Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

65 Homebush Rd
Strathfield NSW 2135

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.strathfield.nsw.gov.au

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements ("the financial statements") to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards Board (AASB's) and requirements as set down by the Office of Local Government (OLG).

About the Statement by Councillors and Management

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between the financial performance that was projected for the year and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

Shows a snapshot of Council's financial position, that is, the value of its assets, liabilities and "net wealth" (or, net assets), as at the balance date (i.e. 30 June).

4. The Statement of Changes in Equity

The overall change for the year of Council's "net wealth".

5. The Statement of Cash Flows

Shows where Council's cash came from and where it was spent. This statement also displays Council's original adopted budgeted cashflows to provide a comparison between what was projected for the year and what actually occurred.



Statement of Comprehensive Income

for the year ended 30 June 2023

\$ '000	Notes	2023	Restated 2022 ¹
Net operating result for the year – from Income Statement		3,898	3,383
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain / (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	(28,078)	43,178
Total items which will not be reclassified subsequently to the operating result		(28,078)	43,178
Other comprehensive income for the year		(28,078)	43,178
Total comprehensive income for the year attributable to Council		(24,180)	46,561

⁽¹⁾ Refer to Note F4-2 for details regarding restatement of prior year.

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2023

\$ '000	Notes	2023	Restated 2022 ¹	Restated 1 July 2021 ¹
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	8,581	6,680	13,346
Investments	C1-2	23,000	15,000	27,000
Receivables	C1-4	3,232	4,503	3,358
Inventories	C1-5	65	91	74
Other assets (prepayments)		390	488	325
Total current assets		35,268	26,762	44,103
Non-current assets				
Investments	C1-2	20,000	22,000	–
Infrastructure, property, plant and equipment (IPPE)	C1-6	481,730	508,978	465,272
Intangible assets	C1-7	1,870	2,317	2,277
Total non-current assets		503,600	533,295	467,549
Total assets		538,868	560,057	511,652
LIABILITIES				
Current liabilities				
Payables	C3-1	16,427	15,403	14,277
Contract liabilities	C3-2	8,732	6,188	5,116
Employee benefit provisions	C3-4	3,785	4,604	4,948
Total current liabilities		28,944	26,195	24,341
Non-current liabilities				
Employee benefit provisions	C3-4	458	216	226
Total non-current liabilities		458	216	226
Total liabilities		29,402	26,411	24,567
Net assets		509,466	533,646	487,085
EQUITY				
Accumulated surplus		218,066	214,168	210,785
IPPE revaluation reserve	C4-1	291,400	319,478	276,300
Total equity		509,466	533,646	487,085
Total equity		509,466	533,646	487,085

⁽¹⁾ Refer to Note F4-2 for details regarding restatement of prior year.

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes In Equity
for the year ended 30 June 2023

\$ '000	Notes	surplus	reserve	equity	surplus ¹ Restated	reserve ¹ Restated	equity ¹ Restated
Opening balance at 1 July		214,168	319,478	533,646	213,166	283,238	496,404
Correction of prior period errors		-	-	-	(2,381)	(6,938)	(9,319)
Restated opening balance		214,168	319,478	533,646	210,785	276,300	487,085
Net operating result for the year		3,898	-	3,898	1,751	-	1,751
Correction of prior period errors		-	-	-	1,632	-	1,632
Restated net operating result for the year		3,898	-	3,898	3,383	-	3,383
Other comprehensive income							
Correction of prior period errors		-	-	-	-	5,836	5,836
Gain / (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	-	(28,078)	(28,078)	-	37,342	37,342
Restated other comprehensive income		-	(28,078)	(28,078)	-	43,178	43,178
Total comprehensive income		3,898	(28,078)	(24,180)	3,383	43,178	46,561
Closing balance at 30 June		218,066	291,400	509,466	214,168	319,478	533,646

(1) Refer to Note F4-2 for details regarding restatement of prior year.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.



Statement of Cash Flows
for the year ended 30 June 2023

<i>Original unaudited budget</i>	<i>2023</i>	<i>\$ '000</i>	Notes	<i>Actual 2023</i>	<i>Actual 2022</i>
Cash flows from operating activities					
<i>Receipts:</i>					
33,487				33,309	33,260
5,057				5,906	2,693
441				1,007	273
30,132				19,011	13,527
-				1,561	1,175
2,952				7,146	4,181
<i>Payments:</i>					
(23,128)				(24,349)	(21,729)
(18,968)				(22,923)	(17,325)
-				(1,197)	(344)
29,973			F1-1	19,471	15,711
Net cash flows from operating activities					
Cash flows from investing activities					
<i>Receipts:</i>					
651				581	494
<i>Payments:</i>					
-				(6,000)	(10,000)
(29,153)				(12,151)	(12,426)
-				-	(445)
(28,502)				(17,570)	(22,377)
Net cash flows from investing activities					
1,471				1,901	(6,666)
Net change in cash and cash equivalents					
3,724				6,680	13,346
5,195			C1-1	8,581	6,680
Cash and cash equivalents at end of year					
39,657			C1-2	43,000	37,000
44,852				51,581	43,680
Total cash, cash equivalents and investments					

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



A-About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 27 February 2024.

Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below. These accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the Local Government Act 1993 (Act) and Local Government (General) Regulation 2021 (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not-for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain classes of infrastructure, property, plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical

accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) Fair values of infrastructure, property, plant and equipment – refer Note C1-6 and Note D2-1.
- (ii) Employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables - refer to Note C1-4
- (ii) Impairment of infrastructure, property, plant and equipment - refer Note C1-6
- (iii) Determination of whether performance obligations are sufficiently specific and

whether the contract is within the scope of AASB 15 Revenue from Contracts with Customers and / or AASB 1058 Income of Not-for-Profit Entities – refer to Notes B2-2 – B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Council's consolidated fund is the General Fund. The Consolidated Fund has been included in the financial statements of the Council.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council has various opportunities for volunteers to be involved in various programs. These volunteer services are not recognised in these financial statements on the basis that the service would not be

purchased or provided for by Council, if it had not been donated / volunteered.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2022.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2023. None of these standards had a significant impact on the reported financial position and performance of Council.

B-Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

\$ '000	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
		Restated		Restated		Restated		Restated		Restated
Functions or activities										
1. Connectivity	3,163	2,171	3,796	4,486	(633)	(2,315)	4,220	3,890	205,531	239,065
2. Community Wellbeing	1,391	1,783	5,576	6,226	(4,185)	(4,443)	2,727	2,426	59,667	72,067
3. Celebrating Culture and Place	264	551	1,765	1,784	(1,501)	(1,233)	273	815	-	-
4. Liveable Neighbourhoods	32,511	21,048	20,025	15,135	12,486	5,913	9,426	5,322	187,539	158,354
5. Responsible Leadership	22,972	28,320	25,241	22,859	(2,269)	5,461	-	-	86,131	90,571
Total functions and activities	60,301	53,873	56,403	50,490	3,898	3,383	16,646	12,453	538,868	560,057

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Council's Community Strategic Plan (CSP) provides long-term direction for the Strathfield Council's Local Government Area

(LGA) and is Council's overarching plan in the Integrated Planning and Reporting (IPR) framework.

The CSP provides guidance for the alignment of Council's resources to meet community priorities, responds to state and regional plans and in planning and delivering services in the LGA.

Therefore, all the functions and activities of Council can be categorised under the themes listed below as per Council's CSP:

1. Connectivity

This theme reflects on the centrality and connectivity of the Strathfield LGA to Greater Sydney and beyond through

infrastructure, transport and communications. The high levels of connectivity are significant attractors for residents, businesses, students and visitors to the Strathfield LGA. The theme is concerned with planning for and the delivery of regional, state and local infrastructure to meet the needs of increasing populations, ensuring regional and local transport networks are integrated, connected and safe, and that service delivery and information access is optimised through integration of communications and digital technology.

2. Community Wellbeing

This theme concerns supporting Strathfield's culturally diverse and socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities that enhance healthy active

lifestyles. Council will enhance the safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.

3. Celebrating Culture and Place

This theme relates to creating vibrant and enticing public domains, especially our town, village and commercial centres, which blend access to services with opportunities for social connectivity. The theme also celebrates Strathfield as a place of learning, culture and creativity supported by events, cultural programs and acknowledgement of civic and community achievements which promote a sense of civic pride and belonging.

4. Liveable Neighbourhoods

This theme concerns ensuring well planned urban design, protection and maintenance of the built and natural environment of the Strathfield LGA. Liveable Neighbourhoods involve high quality, well planned, sustainable, clean and well maintained urban and natural environments

that balance new development with the retention and reflection of established local character and healthy thriving and resilient natural environments. Development, changing lifestyles and increasing population also create higher levels of waste, resource usage and pollution, creating pressure on the local area, at a regional and local level, to maintain the high standards of amenity, character and liveability of the Strathfield LGA.

5. Responsible Leadership

The theme of Responsible Leadership is concerned with leadership and accountable Council services directed by the priorities of an engaged and connected community. Responsible leadership requires the community having confidence in the Council to make decisions based on community priorities and values reflecting meaningful and informed community engagement. Effective management of Council's operations is underpinned by transparent, effective and accountable governance which is responsive to the needs of the community.



B2 Sources of Income
B2-1 Rates and annual charges

\$ '000	2023	2022
Ordinary rates		
Residential	14,030	13,851
Business	5,864	5,780
Less: pensioner rebates (mandatory)	(86)	(87)
Less: pensioner rebates (Council policy)	(94)	(95)
Less: rates levied on council properties	(68)	(58)
Rates levied to ratepayers	19,646	19,391
Pensioner rate subsidies received	83	97
Total ordinary rates	19,729	19,488
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	13,457	12,981
Stormwater management services	309	308
Section 611 charges	142	140
Less: pensioner rebates (mandatory)	(54)	(54)
Less: pensioner rebates (Council policy)	(54)	(54)
Annual charges levied	13,800	13,321
Pensioner annual charges subsidies received:		
– Domestic waste management	52	61
Total annual charges	13,852	13,382
Total rates and annual charges	33,581	32,870

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting Policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2023	2022
Specific user charges (per s502 - specific 'actual use' charges)			
Domestic waste management services	2	49	48
Waste management services (non-domestic)	2	56	25
Total specific user charges		105	73
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Planning and building regulation	2	604	1,079
Section 10.7 certificates (EP&A Act)	2	122	119
Section 603 certificates	2	80	92
Health act	2	157	156
Total fees and charges – statutory/regulatory		963	1,446
(ii) Fees and charges – other (incl. general user charges (per s608))			
Credit card service fee	2	48	46
Library and art gallery	2	39	6
Park rents	2	654	556
Festivals and events	2	24	6
Restoration charges	2	53	–
Hoarding income	2	21	312
Hudson park golf course and driving range	2	1,801	170
Other property rentals	2	45	59
Parking fees	2	63	46
Privately funded works and anchor work permits	2	24	–
Road opening permits	2	8	4
Work zone parking and standing plant permits	2	593	335
Public halls	2	75	84
Other	2	1	5
Road closure	2	195	44
Total fees and charges – other		3,644	1,673
Total other user charges and fees		4,607	3,119
Total user charges and fees		4,712	3,192
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		4,712	3,192
Total user charges and fees		4,712	3,192

Accounting Policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of provision of the service, or in some cases the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees, the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenue

\$ '000	Timing	2023	2022
Ex gratia rates	2	180	179
Fines – parking	2	2,301	1,690
Legal fees recovery – rates and charges (extra charges)	2	35	48
Legal fees recovery – other	2	93	–
Diesel rebate	2	41	34
Insurance claims recoveries	2	169	108
Sale of abandoned vehicles	2	18	21
Insurance incentives/rebates	2	64	153
Other	2	22	69
Other corporate income	2	4	1,550
Recycling income (non-domestic)	2	83	85
Total other revenue		3,010	3,937
Timing of revenue recognition for other revenue			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		3,010	3,937
Total other revenue		3,010	3,937

Accounting Policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.



B2-4 Grants and contributions

\$ '000	Timing	Operating 2023	Operating 2022 Restated	Capital 2023	Capital 2022 Restated
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	334	531	–	–
Financial assistance – local roads component	2	102	161	–	–
Payment in advance - future year allocation					
Financial assistance – general component	2	1,229	815	–	–
Financial assistance – local roads component	2	376	249	–	–
Amount recognised as income during current year		2,041	1,756	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Community centres	1	–	–	494	324
Environmental programs	1	226	326	60	40
Library	2	192	155	–	191
Road Safety	2	94	51	–	–
Parks and open space	1	–	–	2,648	2,449
Heritage	1	–	14	–	–
Festivals and events	1	273	801	–	–
Emergency Services Levy subsidy	2	–	212	–	–
Street Lighting	2	271	–	–	–
Planning	2	25	80	–	–
Other transport (bridges, footpaths, cycleways)	1	–	–	2,693	3,027
Transport (Block Grants)	1	–	–	295	367
Transport (Roads to Recovery)	1	–	–	179	186
Other grants	1	–	–	–	311
Total special purpose grants and non-developer contributions – cash		1,081	1,639	6,369	6,895
Total special purpose grants and non-developer contributions (tied)		1,081	1,639	6,369	6,895
Total grants and non-developer contributions		3,122	3,395	6,369	6,895
Comprising:					
– Commonwealth funding		2,041	1,756	494	573
– State funding		1,081	1,639	5,815	6,322
– Other funding		–	–	60	–
		3,122	3,395	6,369	6,895

Developer contributions

\$ '000	Notes	Timing	Operating 2023	Operating 2022 Restated	Capital 2023	Capital 2022 Restated
Developer contributions:						
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	5,607	934
S 7.12 – fixed development consent levies		2	–	–	1,548	1,229
Total developer contributions – cash			–	–	7,155	2,163
Total developer contributions			–	–	7,155	2,163
Total contributions			–	–	7,155	2,163
Total grants and contributions			3,122	3,395	13,524	9,058
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			499	1,141	6,369	6,704
Grants and contributions recognised at a point in time (2)			2,623	2,254	7,155	2,354
Total grants and contributions			3,122	3,395	13,524	9,058

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2023	Operating 2022 Restated	Capital 2023	Capital 2022 Restated
Unspent grants and contributions				
Unspent funds at 1 July	321	189	5,668	4,709
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	327	321	8,027	5,668
Less: Funds received in prior year but revenue recognised and funds spent in current year	(321)	(189)	(5,668)	(4,709)
Unspent funds at 30 June	327	321	8,027	5,668
Contributions				
Unspent funds at 1 July	–	–	10,730	10,436
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	7,470	2,191
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(1,204)	(1,897)
Unspent contributions at 30 June	–	–	16,996	10,730

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations.

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include completion of milestone reports. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point-in-time or over-time and this is reflected in the revenue recognition pattern. Point-in-time recognition occurs when the beneficiary obtains control of the goods / services at a single time such as the completion of a project or when a report / outcome is provided, whereas over-time recognition is where the control of the services is ongoing throughout the project.

Where control is transferred over-time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to sufficiently identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of progress towards the completion of the construction project.

For acquisitions of assets (i.e purchases), the revenue recognised when the asset is acquired and controlled by the Council.

B2-4 Grants and contributions (continued)

Developer Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979 (EP&A Act)*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised, then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised, then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2023	2022
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	88	83
– Cash and investments	1,186	331
Total interest and investment income	1,274	414
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	88	55
General Council cash and investments	874	331
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	312	28
Total interest and investment income	1,274	414

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

\$ '000	Notes	2023	2022
Rental income			
Other lease income			
Room/Facility Hire		862	732
Leaseback fees - council vehicles		216	275
Total other lease income		1,078	1,007
Total rental income	C2-2	1,078	1,007
Total other income		1,078	1,007

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2023	2022
Salaries and wages	14,518	14,880
Employee termination costs (where material – other than vested leave paid)	1,237	532
Employee leave entitlements (ELE)	4,072	2,610
Superannuation	1,900	1,825
Workers' compensation insurance	1,471	1,413
Fringe benefit tax (FBT)	136	2
Training costs (other than salaries and wages)	265	204
Recruitment costs	263	83
Other	122	83
Total employee costs	23,984	21,632
Less: Capitalised employee costs	(320)	(941)
Total employee costs expensed	23,664	20,691

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

Capitalised employee costs

Employee costs that are directly attributable to the construction or acquisition of items of Infrastructure, Property Plant and Equipment (IPPE) are capitalised to the cost of the respective items of IPPE in accordance with AASB 16.

B3-2 Materials and services

\$ '000	Notes	2023	2022
Raw materials and consumables		8,516	5,978
Contractor costs		1,476	704
Street and gutter cleaning		816	954
Audit Fees	E2-1	273	207
Infringement notice contract costs (SEINS)		295	205
Previously other expenses:			
Councillor and Mayoral fees and associated expenses	E1-2	257	199
Advertising		96	54
Bank charges		78	52
Cleaning		399	503
Electricity, heating and water		266	416
Insurance		928	995
Office expenses (including computer expenses)		131	170
Postage		97	145
Printing and stationery		94	89
Street lighting		564	534
Subscriptions, memberships and publications		316	239
Telephone and communications		504	500
Valuation fees		48	-
Other expenses		137	113
Security		56	36
Waste disposal – tipping fees		4,086	3,968
Legal expenses:			
– Legal expenses: planning and development		756	862
– Legal expenses: debt recovery		29	53
– Legal expenses: other		12	-
Expenses from short-term leases		28	13
Total materials and services		20,258	16,989
Total materials and services		20,258	16,989

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

**B3-3 Depreciation, amortisation and impairment of non-financial assets**

\$ '000	Notes	2023	2022 Restated
Depreciation and amortisation	C1-6,C1-7		
Plant and equipment		1,211	1,268
Office equipment		741	731
Other assets:			
– Library books		109	118
Infrastructure:			
– Buildings and other structures		812	702
– Roads		2,311	2,822
– Bridges		123	129
– Footpaths		546	568
– Stormwater drainage		793	865
– Car parks		213	235
– Other open space/recreational assets		1,975	1,840
Intangible assets		448	404
Total gross depreciation and amortisation costs		9,282	9,682
Total depreciation and amortisation costs		9,282	9,682
Total depreciation, amortisation and impairment for non-financial assets		9,282	9,682

Accounting policy**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate

that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-4 Other expenses

\$ '000	Notes	2023	2022 Restated
Impairment of receivables			
User charges and fees		128	5
Total impairment of receivables	C1-4	128	5
Other			
Contributions/levies to other levels of government			
– Department of planning levy		100	98
– Emergency services levy (includes FRNSW, SES, and RFS levies)		128	69
– NSW fire brigade levy		874	768
Donations, contributions and assistance to other organisations (Section 356)		64	47
Total other		1,166	982
Total other expenses		1,294	987

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses. Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2023	2022
Gain (or loss) on disposal of plant and equipment			
Proceeds from disposal – plant and equipment	C1-6	581	494
Less: carrying amount of plant and equipment assets sold/written off		(393)	(167)
Gain (or loss) on disposal		188	327
Gain (or loss) on disposal of infrastructure			
Less: carrying amount of road assets written off ^a	C1-6	(1,579)	(1,645)
Less: carrying amount of footpath assets written off ^b		(307)	(809)
Less: carrying amount of building assets sold/written off		(200)	–
Less: carrying amount of stormwater assets write off		(7)	(14)
Gain (or loss) on disposal		(2,093)	(2,468)
Net gain (or loss) from disposal of assets ⁴		(1,905)	(2,141)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

- (4) Net losses from disposal of assets relate to plant and equipment, roads (surface and base) and footpath assets replaced as part of the capital program.
- (a) This includes road surface, road base and kerbs & gutters that were replaced through capital works undertaken during the financial year. The carrying amounts stated is replaced by the new asset value in Council's asset register. The works included Section 7.11, Local Area Traffic Management (LATM), kerbs and gutters replacement program, RMS block grant and stimulus funding. Council budgeted \$0.45 million in disposal of road asset.
- (b) This includes footpaths that were replaced through capital works undertaken during the financial year. The carrying amounts stated is replaced by the new asset value in Council's asset register. There was no budget for this.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 27 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$'000	2023 Budget	2023 Actual	2023 Variance		
Revenues					
Rates and annual charges	33,487	33,581	94	0%	F
At the start of the financial year, rates and annual charges are levied based on forecasts that have a high degree of certainty. This forecast is primarily determined by two key factors: the property values provided by the NSW Valuer General and the rate in the dollar set through council resolution at the start of the rating year. Once these values are determined, they do not change throughout the year. However, there are instances where Council may issue supplementary valuations, which can increase rates revenue above the forecast. Additionally, valuation objections and changes in property classifications can also impact the final rates revenue collected.					
User charges and fees	5,075	4,712	(345)	7%	U
At the beginning of each financial year, Council fees and charges are established through the annual budgeting process. These user fees and charges (together with its annual revenue forecast) are determined by a variety of factors, including historical data, market trends, economic factors and council decisions. Unlike rates and annual charges, which are largely influenced by property values and fixed rates in the dollars, fees and charges revenue can be impacted by changes in service demand, regulatory updates, and other external factors. These factors can result in fluctuations in the actual revenue collected compared to the initial forecasts.					
Other revenue	2,952	3,010	58	2%	F
Other income encompasses items such as fine and infringement income, cost recoveries, and other miscellaneous income. Fine and infringement income accounts for more than 70% of other income and arise from penalties imposed for violations of local regulations, traffic offenses, or other infringements. Fine revenue is determined by the balance between the level of non-compliance within the community and the extent of monitoring and enforcement undertaken by Council.					
Operating grants and contributions	2,376	3,122	746	31%	F
Operating grants and contributions primarily consist of the Financial Assistance Grant (FAG) from the Federal Government, along with other cost subsidies and operating grants from the State Government. While Council endeavours to forecast these grants accurately when setting its annual budget, the actual level of operating grants can vary due to fluctuations in the budgets of either the State or Federal Government and the extent of stimulus included in their fiscal policies. The increase in actual operating grants compared to budgeted amounts is attributed to two main factors: the advance payment of the 2023/2024 Financial Assistance Grant and the successful acquisition of the multicultural "Stronger Together" events grants, which were not originally budgeted for.					

Capital grants and contributions	27,756	13,524	(14,232)	(51)%	U
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Capital grants and contributions primarily consist of funding received for specific capital projects, such as infrastructure development or community facility upgrades. These grants and contributions are often provided by government bodies or external organizations, including developer contributions. While the council aims to forecast these grants and contributions accurately in its annual budget, the actual level of capital grants can vary due to changes in government priorities and funding allocations, as well as the timing of development completions in the case of developer contributions. Additionally, unexpected contributions or grants for specific projects, which were not initially budgeted for, can also contribute to increases in actual capital grants compared to budgeted amounts. One significant factor contributing to these variances is the delay in the negotiations and finalisation of the funding deeds for the WestInvest Grant Program (now called the Western Sydney Infrastructure Grants Program). As a result, Council will receive the related grant funding in FY 2023/2024, impacting the actual amounts received in the current fiscal year.

Interest income refers to the revenue earned from Council's cash investments (i.e. term deposits). These investments are made to generate additional revenue and maximise the use of surplus funds. During the 2022/2023 fiscal year, Council experienced higher-than-expected interest income due to the Reserve Bank of Australia's (RBA) rate hikes. This resulted in a net positive impact on the Council's interest income. The higher interest rates led to increased returns on the council's investments, exceeding the forecasted income.

Net gains from disposal of assets	651	-	(651)	(100)%	U
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Council adopts a conservative approach to budgeting, which excludes any anticipation of substantial gains or losses from the disposal of assets. Instead, any gain or loss resulting from the sale of assets is recognised during the quarterly review process. This approach ensures that the budget remains realistic and avoids potential overestimation of revenue or underestimation of expenses.

Other income	-	1,078	1,078		F
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Other revenue primarily consists of rental income. The variance between the budgeted and actual figures is attributed to a classification error in the original budget. The council's initial budget showed a nil figure for rental income, as this revenue item was intended to be included under the "other revenue" category. However, this misclassification arose due to differences in timing between the preparation of the budget and the release of changes to the classification in the local government code of accounting practice. Subsequently, this misalignment was rectified through the quarterly review processes. However, for the sake of consistency with the original budget disclosures, the figures were left unchanged to align with the figures adopted by the council in June 2022.

Expenses

Employee benefits and on-costs	23,128	23,664	(536)	(2)%	U
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Employee benefits, which encompass staff costs such as salaries, wages, and benefits, have remained on par with the budget primarily due to the stability in Council's staff establishment and the certainty in the legislated award increases applicable via the Local Government (State) Award. The stability in the staff establishment means that there have been no significant fluctuations in the number of employees, resulting in a consistent level of staff costs in line with the budgeted amounts. Additionally, legislated award increases that apply to local government employees have been factored into the budget, ensuring that Council was prepared for the mandated salary and wage adjustments.

Materials and services	9,280	20,258	(10,978)	(118)%	U
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Material and Services expenditure primarily consists of costs related to purchasing goods and services for Council operations. The variance between the budgeted and actual figures is attributed to a classification error in the original budget.

The classification of major items of expenditure in Council's original budget is different to the classification of certain expenditures in the financial statements as required by the Code. This is leading to a misalignment between budgeted and actual figures shown.

Subsequently, this misalignment was rectified through the quarterly review processes. However, to maintain consistency with the original budget disclosures, the figures were left unchanged to align with the figures adopted by the council in June 2022.

When we consider "Materials and Services and Other Expenses" on an aggregate basis, there is a 13% variance against budget (i.e. actual expenditure is greater than budget by 13%). This increase is largely driven by a substantial increase to costs due to soaring inflation during the financial year as well as other factors such as the increase to the NSW Fire and Safety Levy contributions.

Depreciation, amortisation and impairment of non-financial assets	9,345	9,282	63	1%	F
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Depreciation on infrastructure assets has remained on par with the budget and largely in line with the prior year due to the straight-line depreciation method.

The straight-line depreciation method evenly spreads the cost of infrastructure assets over their estimated useful lives. This means that the annual depreciation expense remains relatively constant, unless there is a revaluation, or changes to useful lives or the condition of assets.

Other expenses	9,688	1,294	8,394	87%	F
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Refer comments noted for "Material and services" above.

Net losses from disposal of assets	300	1,905	(1,605)	(535)%	U
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Council adopts a conservative approach to budgeting, which excludes any anticipation of substantial gains or losses from the disposal of assets. Instead, any gain or loss resulting from the sale of assets is recognised during the quarterly review process. This approach ensures that the budget remains realistic and avoids potential overestimation of revenue or underestimation of expenses.

Statement of cash flows

Cash flows from operating activities	29,973	19,471	(10,502)	(35)%	U
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The lower-than-budgeted cash flows from operating activities can be attributed to several factors related to capital grants and contributions. While Council aims to forecast these grants and contributions accurately in its annual budget, the actual level of capital grants can vary due to changes in government priorities and funding allocations, as well as the timing of development completions in the case of developer contributions.

One significant factor contributing to this variance is the delay in the negotiations and finalisation of the funding deeds for the WestInvest Grant Program (now called the Western Sydney Infrastructure Grants Program). As a result, Council will receive the related grant funding and incur the related grant expenditure in FY 2023/2024, impacting the actual amounts received in the current fiscal year.

Cash flows from investing activities	(28,502)	(17,570)	10,932	(38)%	F
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Please refer to the comments regarding "Cashflows from operating activities." The variance against the budget in cash flows from investing activities is a result of deferring capital expenditure due to delays in receiving related grant funding.



C Financial Position**C1 Assets we manage****C1-1 Cash and cash equivalents**

\$ '000	2023	2022
Cash assets		
Cash on hand and at bank	876	424
Cash equivalent assets		
– Deposits at call	7,705	6,256
Total cash and cash equivalents	8,581	6,680
Reconciliation of cash and cash equivalents		
Total cash and cash equivalents per Statement of Financial Position	8,581	6,680
Balance as per the Statement of Cash Flows	8,581	6,680

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial Investments

\$ '000	2023		2022	
	Current	Non-current	Current	Non-current
Debt securities at amortised cost				
Term deposits	23,000	20,000	15,000	22,000
Total	23,000	20,000	15,000	22,000
Total financial investments	23,000	20,000	15,000	22,000
Total cash assets, cash equivalents and investments	31,581	20,000	21,680	22,000

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

C1-2 Financial Investments (continued)**Amortised cost**

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2023	2022
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	51,581	43,680
Less: Externally restricted cash, cash equivalents and investments	(29,386)	(20,206)
Cash, cash equivalents and investments not subject to external restrictions	22,195	23,474
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants - general fund	8,354	5,685
External restrictions – included in liabilities	8,354	5,685
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	16,996	10,730
Stormwater management	586	595
Domestic waste management	3,450	3,196
External restrictions – other	21,032	14,521
Total external restrictions	29,386	20,206

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2023	2022
(b) Internal allocations		
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	1,630	1,130
Employees leave entitlement	1,400	1,285
Carry over works	810	38
Deposits, retentions and bonds	12,956	11,395
Adshel (bus shelters)	270	270
Council elections	250	30
Future major expenditure	2,053	2,053
Hudson Park Golf Driving Range	195	–
Parkscape improvements	29	29
Risk management	400	195
Technology	134	134
Financial Assistance Grant - paid in advance	1,605	815
Total internal allocations	21,732	17,374

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

	2023 Current	2023 Non-current	2022 Current Restated	2022 Non-current Restated
\$ '000				
Rates and annual charges	1,566	-	1,381	-
Interest and extra charges	147	-	143	-
User charges and fees	438	-	1,298	-
Accrued revenues:				
- Interest on investments	382	-	119	-
- Other income accruals	216	-	940	-
Net GST receivable	506	-	560	-
Other debtors	110	-	91	-
Total	3,365	-	4,532	-
Less: provision for impairment				
User charges and fees	(133)	-	(29)	-
Total provision for impairment – receivables	(133)	-	(29)	-
Total net receivables	3,232	-	4,503	-
\$ '000			2023	2022
Movement in provision for impairment of receivables				
Balance at the beginning of the year (calculated in accordance with AASB 139)			29	32
+ new provisions recognised during the year			128	5
- amounts already provided for and written off this year			(24)	(8)
Balance at the end of the year			133	29

**Accounting policy**

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates receivables, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates receivables, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when: the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held); or the financial assets (for non-rates debtors)

are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2023		2022	
	Current	Non-current	Current	Non-current
(i) Inventories at cost				
Stores and materials	65	–	91	–
Total inventories at cost	65	–	91	–
Total inventories	65	–	91	–

Accounting policy

Raw materials and stores, work in progress and finished goods Impairment

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.



C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2022					Asset movements during the reporting period				At 30 June 2023		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	6,644	–	6,644	5,175	1,104	–	–	(3,360)	–	9,563	–	9,563
Plant and equipment	9,536	(5,971)	3,565	1,378	–	(393)	(1,211)	–	–	10,184	(6,846)	3,338
Office equipment	6,658	(3,718)	2,940	–	39	–	(741)	–	–	6,697	(4,458)	2,239
Land:												
– Operational land	68,890	–	68,890	–	–	–	–	–	8,702	77,592	–	77,592
– Community land	49,503	–	49,503	–	–	–	–	–	–	49,503	–	49,503
Infrastructure:												
– Buildings and other structures	68,617	(21,534)	47,083	119	677	(200)	(812)	2,100	5,105	76,418	(22,346)	54,072
– Roads	195,617	(42,229)	153,388	2,246	187	(1,579)	(2,311)	69	(38,666)	196,494	(83,160)	113,334
– Bridges	14,181	(4,421)	9,760	–	–	–	(123)	–	(3,662)	9,458	(3,483)	5,975
– Footpaths	45,614	(9,453)	36,161	698	–	(307)	(546)	–	(11,176)	41,263	(16,433)	24,830
– Bulk earthworks (non-depreciable)	38,641	–	38,641	–	–	–	–	–	(1,800)	36,841	–	36,841
– Stormwater drainage	86,727	(36,710)	50,017	28	170	(7)	(793)	–	6,225	93,143	(37,503)	55,640
– Car parks	2,760	(473)	2,287	–	–	–	(213)	–	3,508	7,203	(1,621)	5,582
– Other open space / recreational assets	55,825	(16,051)	39,774	211	–	(2)	(1,975)	1,191	3,686	60,911	(18,026)	42,885
Other assets:												
– Library books	2,152	(1,827)	325	119	–	–	(109)	–	–	2,272	(1,936)	336
Total infrastructure, property, plant and equipment	651,365	(142,387)	508,978	9,974	2,177	(2,488)	(8,834)	–	(28,078)	677,542	(195,812)	481,730

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2021					Asset movements during the reporting period					At 30 June 2022		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense Restated	WIP transfers	Adjustments and transfers (WIP to Exp) Restated	Revaluation increments / (decrements) to equity (ARR)	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated
\$ '000													
Capital work in progress	2,798	–	2,798	3,502	1,845	–	–	(1,501)	–	–	6,644	–	6,644
Plant and equipment	9,649	(5,474)	4,175	825	–	–	(1,268)	–	(167)	–	9,536	(5,971)	3,565
Office equipment	6,412	(2,987)	3,425	116	108	–	(731)	21	–	–	6,658	(3,718)	2,940
Land:													
– Operational land	64,686	–	64,686	–	–	–	–	–	–	4,204	68,890	–	68,890
– Community land	41,918	–	41,918	–	–	–	–	–	–	7,585	49,503	–	49,503
Infrastructure:													
– Buildings and other structures	62,395	(19,471)	42,924	318	974	–	(702)	309	–	3,262	68,617	(21,534)	47,083
– Roads	183,413	(40,338)	143,075	2,714	92	(1,645)	(2,822)	44	–	11,930	195,617	(42,229)	153,388
– Bridges	13,503	(4,292)	9,211	–	–	–	(129)	–	–	678	14,181	(4,421)	9,760
– Footpaths	40,142	(9,080)	31,062	1,557	–	(810)	(568)	564	–	4,356	45,614	(9,453)	36,161
– Bulk earthworks (non-depreciable)	36,793	–	36,793	–	–	–	–	–	–	1,848	38,641	–	38,641
– Stormwater drainage	78,010	(35,857)	42,153	248	–	(14)	(865)	–	–	8,495	86,727	(36,710)	50,017
– Car parks	2,760	(238)	2,522	–	–	–	(235)	–	–	–	2,760	(473)	2,287
– Other open space / recreational assets	54,429	(14,231)	40,198	41	–	(3)	(1,840)	557	–	820	55,825	(16,051)	39,774
Other assets:													
– Library books	2,042	(1,709)	333	111	–	–	(118)	–	–	–	2,152	(1,827)	325
Total infrastructure, property, plant and equipment	598,950	(133,677)	465,273	9,432	3,019	(2,472)	(9,278)	(6)	(167)	43,178	651,365	(142,387)	508,978

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

CI-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Class of IPPE	Useful Lives
Plant and equipment (inc. office equipment)	5 - 20 years
Buildings and other structures	20 - 100 years
Roads, bridges and footpaths	20 - 120 years
Stormwater drainage	80 - 100 years
Car parks	20 - 100 years
Other open space / recreational assets	5 - 20 years
Library books	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.



Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every five (5) years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under

footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy. Council does not have any land under road that were acquired after 1 July 2008.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council categorised within community land. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-7 Intangible assets
Intangible assets are as follows:

	2023	2022 <i>Restated</i>
<i>\$ '000</i>		
Software		
Opening values at 1 July		
Gross book value	3,609	3,164
Accumulated amortisation	(1,292)	(888)
Net book value – opening balance	2,317	2,276
Movements for the year		
Purchases	–	445
Amortisation charges	(447)	(404)
Closing values at 30 June		
Gross book value	3,609	3,609
Accumulated amortisation	(1,739)	(1,292)
Total software – net book value	1,870	2,317
Total intangible assets – net book value	1,870	2,317

Accounting policy

IT development and software

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

C2 Leasing Activities
C2-1 Council as lessee

(i) Council as a lessee

Council has leases over office equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Office and IT equipment

Leases for office and IT equipment are generally for the threshold for low value assets, except for significant items (such as photocopiers). The leases for Council's photocopiers are on a rolling 12 month basis and the payments are fixed, however certain variable payments apply based on usage.

(a) Income Statement

	2023	2022
<i>\$ '000</i>		
Expenses relating to short-term leases	28	13
	28	13

(b) Statement of cash flows

Total cash outflow for leases

28	13
28	13





C2-1 Council as lessee (continued)

(c) Leases at significantly below market value - concessionary/peppercorn leases

Council has leases at significantly below market value for land which are used for parks and open space.

The leases of these types are generally for terms between 2 and 10 years and require payments of nominal amounts not exceeding \$1,000 per annum.

The use of the right-of-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

None of the leases in place are individually material from a Statement of Financial Position or Performance perspective.

Accounting Policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council

recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as lessor

\$ '000	2023	2022
Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:		
Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:		
< 1 year	760	867
1–2 years	662	653
2–3 years	572	630
3–4 years	501	562
4–5 years	297	497
> 5 years	2,472	2,018
Total undiscounted lease payments to be received ^a	5,264	5,227

(a) These leases relate to council owned properties that are leased to external parties and community groups.

Accounting Policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted

for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 Revenue from Contracts with Customers.

The lease income is recognised on a straight-line basis over the lease term.

C3 Liabilities of council**C3-1 Payables**

\$ '000	2023 Current	2023 Non-current	2022 Current Restated	2022 Non-current
Payables				
Goods and services – operating expenditure	1,746	–	2,256	–
Accrued expenses:				
– Salaries and wages	223	–	331	–
– Other expenditure accruals	1,108	–	662	–
Security bonds, deposits and retentions	12,956	–	11,395	–
Government departments and agencies	–	–	278	–
Prepaid rates	394	–	481	–
Total payables	16,427	–	15,403	–
Total payables	16,427	–	15,403	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2023	2022
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	12,956	11,395
Total payables	12,956	11,395

Accounting Policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract liabilities

\$ '000	2023 Current	2023 Non-current	2022 Current Restated	2022 Non-current Restated
Grants and contributions received in advance:				
Unexpended grants (received prior to performance obligation being satisfied) ¹	8,354	–	5,989	–
Total grants received in advance	8,354	–	5,989	–
User fees and charges received in advance:				
Other ²	378	–	199	–
Total user fees and charges received in advance	378	–	199	–
Total contract liabilities	8,732	–	6,188	–

(1) Council receives funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months. The contract liability relates to grants received prior to the revenue recognition criteria being satisfied since the performance obligations are ongoing.

(2) This includes fees received in advance for development applications that were not determined as at balance date.

Accounting Policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings**Financing arrangements**

\$ '000	2023	2022
Total facilities		
Credit cards/purchase cards	70	70
Total financing arrangements	70	70
Undrawn facilities		
– Credit cards/purchase cards	13	30
Total undrawn financing arrangements	13	30



C3-4 Employee benefit provisions

\$ '000	2023		2022	
	Current	Non-current	Current	Non-current
Annual leave	1,498	–	1,772	–
Sick leave	16	–	18	–
Long service leave	1,832	458	2,181	216
ELE on-costs	439	–	633	–
Total employee benefit provisions	3,785	458	4,604	216

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2023	2022
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	1,642	2,587
	1,642	2,587

Accounting Policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.



C4 Reserves

C4-1 Nature and purpose of reserves

Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including credit risk, liquidity risk and interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

	Carrying value 2023	Carrying value 2022 Restated	Fair value 2023	Fair value 2022 Restated
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	8,581	6,680	8,581	6,680
Receivables (excluding GST receivable)	2,726	3,943	2,726	3,943
Investments				
– Debt securities at amortised cost	43,000	37,000	43,000	37,000
Total financial assets	54,307	47,623	54,307	47,623
Financial liabilities				
Payables (excluding prepaid rates)	16,033	14,922	16,033	14,922
Total financial liabilities	16,033	14,922	16,033	14,922

(a) Credit risk

Council's major receivables comprise rates, annual charges, and user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through certain incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable financial institutions with high quality external credit ratings.

There are no significant concentrations of credit risk to Council due to the nature of Council operations.

The level of outstanding receivables is reported to Council periodically and benchmarks are set and monitored for acceptable collection performance. The

balances of receivables that remain within initial trade terms are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors. There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
2023				
Gross carrying amount	–	1,566	–	1,566
2022 (restated)				
Gross carrying amount	–	1,381	–	1,381

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days	Overdue debts 31 - 60 days	61 - 90 days	> 91 days	Total
2023						
Gross carrying amount	1,532	42	20	53	152	1,799
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	87.50%	7.39%
ECL provision	–	–	–	–	133	133
2022						
Gross carrying amount	1,618	374	76	15	1,068	3,151
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	2.72%	0.92%
ECL provision	–	–	–	–	58	58

D1-1 Risks relating to financial instruments held (continued)**(b) Liquidity risk**

Payables are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
2023							
Payables (excluding prepaid rates)	0.00%	-	16,033	-	-	16,033	16,033
Total financial liabilities		-	16,033	-	-	16,033	16,033
2022 (restated)							
Payables (excluding prepaid rates)	0.00%	-	14,922	-	-	14,922	14,922
Total financial liabilities		-	14,922	-	-	14,922	14,922

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2023	2022
		2023	2022	2023	2022	2023	2022
		Restated		Restated		Restated	
Recurring fair value measurements							
Infrastructure, property, plant and equipment	C1-6						
Plant & equipment		-	-	3,338	3,201	3,338	3,201
Office equipment		-	-	2,239	2,940	2,239	2,940
Operational land		77,592	68,890	-	-	77,592	68,890
Community land		49,503	49,503	-	-	49,503	49,503
Buildings		-	-	54,072	47,083	54,072	47,083
Roads		-	-	113,334	153,388	113,334	153,388
Bridges		-	-	5,975	9,760	5,975	9,760
Footpaths		-	-	24,830	36,161	24,830	36,161
Bulk earthworks (non-depreciable)		-	-	36,841	38,641	36,841	38,641
Stormwater drainage		-	-	55,640	50,017	55,640	50,017
Car parks		-	-	5,582	2,632	5,582	2,632
Other open space / recreational assets		-	-	42,885	39,774	42,885	39,774
Library books		-	-	336	325	336	325
Total infrastructure, property, plant and equipment		127,095	118,393	345,072	383,922	472,167	502,315

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)**Plant & Equipment and Office Equipment**

The purchase cost of Plant & Equipment and Office Equipment are taken as their fair value. There has been no change to the valuation techniques during the reporting period.

Operational Land

A comprehensive valuation of Council's operational land was undertaken at 30 June 2022 by an external valuer and further followed up with a desktop assesment at 30 June 2023 by the same valuer.

D2-1 Fair value measurement (continued)

Operational land has been valued at market value, having regard to the “highest and best use”, after identifying all elements that would be taken into account by buyers and sellers in settling the price.

Since professional judgements were required to determine the inputs, these assets were classified as having been valued using Level 2 valuation inputs. There has been no change to the valuation techniques during the reporting period.

Community Land

Council’s community land was valued based on the Land Value (LV) provided by Valuer-General valuation.

Where the Valuer-General did not provide LV an average unit rate based on the LV for similar community land was used, having regard to the highest and best use for the land.

Land Under Roads

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Buildings

Council’s buildings were valued utilising the current replacement cost approach by an external valuer at 30 June 2022.

The approach estimated the replacement cost of each building and componentising of significant parts with different useful lives and taking into account a range of factors. The unit rates could be supported by market evidence and other inputs (such as estimates of residual value, useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value.

As such, these assets have been valued using Level 2 and 3 inputs. There has been no change to the valuation techniques during the reporting period.

Roads, Bridges, Footpaths

A full external revaluation of Council’s transport assets (including roads, bridges, footpaths) were undertaken by an external valuers as at 30 June 2023. An independent firm was engaged to undertake condition assessments.

Roads include carriageway, roadside shoulders, kerbs and gutters, and roadside assets such as bus shelters, roundabouts, signs and street furniture. The cost approach using level 3 inputs was used to value this asset class. As no market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were

used for this asset class.

There has been no change to the valuation methodology during the reporting period.

Stormwater Drainage

Assets within this class comprise pits, pipes, open channels, headwalls and other water quality devices. The “cost approach” estimates the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres or certain diameter pipes and prices per pit or similar could be supported from extensive professional judgement and market evidence.

A revaluation was undertaken as at 30 June 2020 in-house based on tenderers costs and assumptions by Council’s civil designstaff, and there has been no change to the valuation process during the reporting period. The valuation has been appropriately indexed during the financial year.

Car Parks

Car parks include surface area and pavement, kerbs and gutters, layback and landscaping. The cost approach using level 3 inputs was used to value this asset class. An external revaluation was undertaken as

at 30 June 2023. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

Other Open Space and Recreational Assets

Assets within this class have been valued by an external valuer at fair value comprising of regional sporting and recreational facilities and playgrounds, park furniture, amenities and fittings (picnic tables, shelters, seats, bollards, fences, BBQ’s, etc).

Extensive professional judgement has been required to determine the final fair value of assets. Valuation of Council’s other open space and recreational assets was undertaken as at 30 June 2021 by an external valuer.

Library Books

Library Books are valued at cost. The carrying amounts of these assets are assumed to approximate fair value due to the nature of the items. There has been no change to the valuation process during the reporting period.

Fair value measurements using significant unobservable inputs (level 3)

D2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	2023	2022 <i>Restated</i>
Opening balance	383,942	355,871
Total gains or (losses) for the period - Revaluation surplus / (decrement)	(29,818)	31,406
Other movements		
Additions (Purchases) (GBV)	5,872	7,087
Disposals (WDV)	(2,488)	(2,469)
Depreciation and impairment	(8,834)	(9,278)
Other movement - Transfers from WIP	3,360	1,325
Closing balance	352,034	383,942

Highest and best use

All of Council's non-financial assets, except community land, are considered as being utilised for their highest and best use.

Community land is being utilised in a manner that differs from its highest and best use due to standing legal restrictions on the permissible usage of the land based on the Local Government Act 1993.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED**1. Guarantees****(i) Defined benefit superannuation contribution plans**

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

A description of the funding arrangements, including the method used to determine the entity's rate of contributions and any minimum funding requirements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 8.0% of salaries for the year ending 30 June 2023 (increasing to 8.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2022. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

A description of the extent to which the entity can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan:

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) a description of any agreed allocation of a deficit or surplus on:

(i) wind-up of the plan

D3-1 Contingencies (continued)

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

(ii) the entity's withdrawal from the plan

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2023 was \$111,371.26.

The last formal valuation of the Fund was undertaken by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2022.

The amount of past service contributions in the total employer contribution advised above is \$571,984.64. The expected contributions to the Fund for the next annual reporting period are \$122,196.96.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2023 is:

Defined Benefit Reserves Only*	\$ Millions	Asset Coverage
Assets	2,290.9	
Past Service Liabilities	2,236.1	102.4%
Vested Benefits	2,253.6	101.7%

* excluding other accumulation accounts and reserves in both assets and liabilities
The key economic assumptions used to calculate the present value of accrued benefits are:

Investment Return	6.0% per annum
Salary Inflation	3.5% per annum
Increase in CPI	6.0% for FY22/23 2.5% per annum thereafter

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2023.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities**(i) Third party claims**

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED**(i) Land under roads**

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

E People and relationships**E1 Related party disclosures****E1-1 Key management personnel (KMP)**

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2023	2022
Compensation:		
Short-term benefits	728	1,924
Post-employment benefits	70	180
Other long-term benefits	24	40
Total	822	2,144

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed. There are no other transactions between the Council and the KMP's and their related parties.

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2023	2022
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	53	41
Councillors' fees	157	138
Other Councillors' expenses (including Mayor)	47	20
Total	257	199

E2 Other relationships**E2-1 Audit fees**

\$ '000	2023	2022
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms.

Auditors of the Council - NSW Auditor-General:

(i) Audit services		
Audit of financial statements	143	119
Remuneration for audit services	143	119
Total Auditor-General remuneration	143	119
Non NSW Auditor-General audit firms:		
(i) Audit and other assurance services		
Internal audit	130	88
Remuneration for audit and other assurance services	130	88
Total remuneration of non NSW Auditor-General audit firms	130	88
Total audit fees	273	207

F Other matters**FI-1 Statement of Cash Flows information****Reconciliation of net operating result to cash provided from operating activities**

\$ '000	2023	2022 Restated
Net operating result from Income Statement	3,898	3,383
Add / (less) non-cash items:		
Depreciation and amortisation	9,282	9,682
(Gain) / loss on disposal of assets	1,905	2,141
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	1,167	(1,142)
Increase / (decrease) in provision for impairment of receivables	104	(3)
(Increase) / decrease of inventories	26	(17)
(Increase) / decrease of other current assets	98	(163)
Increase / (decrease) in payables	1,024	(1,126)
Increase / (decrease) in contract liabilities	2,544	1,072
Increase / (decrease) in employee benefit provision	(577)	(354)
Net cash flows from operating activities	19,471	15,711

F2-1 Commitments**Capital commitments (exclusive of GST)**

\$ '000	2023	2022
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Road infrastructure	2,395	1,058
Buildings	306	381
Plant and equipment	162	710
Other community infrastructure	208	1,707
Total commitments	3,071	3,856
These expenditures are payable as follows:		
Within the next year	3,071	3,856
Total payable	3,071	3,856

Details of capital commitments

Capital commitments represent the committed but unspent component of capital projects that are currently in progress.

F3-1 Events occurring after the reporting date

Council is aware of the following 'non-adjusting events' that merit disclosure:

- Subsequent to year end, Council re-declared its activities pertaining to owning and operating a Golf Driving Range at Hudson Park as a category 1 business under the National Competition Policy and Principles of Competitive Neutrality that apply to Local Government in NSW.

Council is unaware of any other material or significant 'non-adjusting events' that should be disclosed.

F4 Changes from prior year statements

F4-1 Correction of errors

Nature of prior period errors

1. Correction in receivables

a. Incorrect classification of receivables between current and non-current receivables

During both the 30 June 2022 and 30 June 2021 financial years, amounts related to rates that were aged more than twelve (12) months were incorrectly classified as “non-current receivables”. The balances amount to \$692,000 and \$645,000 respectively as at 30 June 2022 and 30 June 2021 (i.e. 1 July 2021). These receivables balances represented rates debt that had aged more than 12 months and not balances that are expected to be recovered after twelve (12) months.

b. Write off uncollectible amounts from receivables (bad debts)

Council has carried an amount of \$535,000 in its sundry debtors' balance since June 2020, relating to indexed developer contributions. The balance represented an invoice raised to a developer during the financial year 2019/2020 pertaining to the indexed portion of unpaid developer contributions relating to a development completed in 2007.

In 2020, Council called upon a bank guarantee for the original unpaid developer contributions due to the Council in 2007 (amounting to \$1.173 million) and raised an invoice (amounting to \$535,000) to the developer representing the difference between the original developer contributions levied in 2007 and the indexed amount in 2020. This invoice has remained uncollected since.

During the 2022/2023 financial year, Council referred the invoice to its debt collection agency. Upon review, it was identified that the debt had gone past its seven (7) year collection period and was now statute-barred. This meant the Council's invoice amounting to \$535,000 for the indexed amount raised in 2020 was not legally collectible at the time it was raised. Council was however able to recover the original developer contributions by way of bank guarantee.

2. Errors in the recognition of contract liabilities and related grant income

As of 30 June 2022, Council recognised a balance of \$7.525 million related to contract liabilities for unexpended grants where performance obligations had not been satisfied at the balance date.

During 2022/2023, Council reviewed its grants and identified that several grants which had been completed (or expended in line with grant conditions) during the 2021/2022 financial year but were still listed as unexpended grants in Council's contract liability balance as of 30 June 2022.

The review revealed an amount of \$1.840 million was incorrectly accounted for as contract liabilities as of 30 June 2022, which should have been recognised as income during the 2021/2022 financial year.

To correct this error, Council processed a prior period adjustment for the 30 June 2022 balance sheet, reducing the contract liability balance by this amount and recognised this as grant income in the 30 June 2022 income statement.

3. Write off liabilities carried in respect of maternity leave subsidy

Council has carried an amount of \$198,000 its liabilities related to Government subsidies for maternity leave cover for staff who have accessed maternity leave benefits in prior years. While the employee benefits for maternity leave were recognised as an expense in Council's income statement, the subsidies received from the Federal Government relating to the same, were being recognised in the statement of financial position as other liabilities.

These subsidies should have been recognised in the income statement to match the related expenditure in the financial years in which the maternity leave benefits were paid to the respective employees.

To correct this error, Council has written off the liability as a prior period error, allocating \$147,000 to equity in the earliest period presented (i.e., 1 July 2021), and subsequently writing off the balance of \$51,000 for the 2021/2022 financial year to the income statement of that year.

4. Errors in infrastructure, property, plant and equipment (IPPE)

a. Intangible assets (software) incorrectly classified as items of IPPE

It was identified that Council had incorrectly classified several software implementation costs within the “office equipment” asset class in infrastructure, property, plant, and equipment (IPPE).

To correct this error, Council quantified the value of software assets from its fixed assets register and disclosed these costs separately on the face of the statement of financial position as “intangible assets.” Related movements, including additions, disposals, and amortization, were also separately disclosed in the notes to the financial statements.

Council rectified the disclosure error by reclassifying an amount of \$2.227 million as of 1 July 2021, and an amount of \$2.317 million as of 30 June 2022, from IPPE to intangible assets.

b. Capitalisation of domestic waste bins to the cost of IPPE

It was discovered that Council had been capitalising the cost of purchasing domestic waste bins to the cost of infrastructure, property, plant, and equipment (IPPE), under the “other assets” class, and depreciating the cost over a five-year period.

Upon reviewing the arrangement for domestic waste bins, it was evident that while the bins remain the legal property of Council, Council does not retain control over the bins after they are issued to residents. Consequently, they do not meet the control test required for asset recognition.

To rectify this error, Council has written off an amount of \$466,000 relating to capitalized domestic waste bins from its IPPE balance as of 1 July 2021, and an amount of \$611,000 as of 30 June 2022. Additionally, Council reversed an amount of \$87,000 related to depreciation expense in the income statement for 30 June 2022.

F4-1 Correction of errors (continued)

c. Write off depreciable land improvements

Council had a practice of capitalising the cost of significant work done on council-owned land for landscaping and earthworks under the category of “depreciable land improvements.” These costs were separate from the underlying land assets, which were classified as either community or operational land. The land improvements were being depreciated over 20 years, while the underlying land was being revalued and carried at fair value.

Upon review, it was determined that capitalising the cost of works on the land and depreciating it over 20 years was not justified. This is because the value of the improvements made to the land would already be included in the fair value of the underlying land asset.

Therefore, in order to correct these prior period errors, Council has written off depreciable land improvements amounting to \$1.509 million as at 1 July 2021 and an amount of \$1.569 million as at 30 June 2022.

d. Incorrect land classifications, unrecorded land and errors in valuation of land During the current year a review of Council’s land assets was performed, uncovering numerous discrepancies in the recognition, classification, and valuation of Council-owned land. These discrepancies also affected prior years.

It was discovered that several parcels of Council-owned operational land were incorrectly classified as community land, and vice versa, as of 30 June 2022 and 30 June 2021. Additionally, it was found that as of 30 June 2022, Council’s community land had been valued based on an external market-based valuation, which did not appropriately consider the impact of restrictions when determining the fair value. Council restated these land values by using the NSW Valuer General issued land values.

Furthermore, a number of land parcels (both community and operational) were identified that had not been recorded in Council’s land asset registers.

The collective impact of correcting these errors on the financial year ending 30 June 2022 and as of 1 July 2021 are as follows:

	30 June 2022 Debit/(credit)	1 July 2021 Debit/(credit)
Operational Land	(\$2.916 million)	(\$4.489 million)
Community Land	\$1.813 million	(\$2.467 million)
Reevaluation Reserve	\$1.103 million	\$6.956 million

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2021) and taking the adjustment through to accumulated surplus and asset revaluation reserves (where applicable) at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2021

Statement of Financial Position

\$ '000	Original Balance 1 July, 2021	Impact Increase/ (decrease)	Restated Balance 1 July, 2021
Receivables	3,248	110	3,358
Total current assets	43,993	110	44,103
Receivables	645	(645)	–
Infrastructure, property, plant and equipment (IPPE)	476,480	(11,208)	465,272
Intangible assets	–	2,277	2,277
Total non-current assets	477,125	(9,576)	467,549
Total assets	521,118	(9,466)	511,652
Payables	14,424	(147)	14,277
Total current liabilities	24,488	(147)	24,341
Total non-current liabilities	226	–	226
Total liabilities	24,714	(147)	24,567
Net assets	496,404	(9,319)	487,085
Revaluation reserve	283,238	(6,938)	276,300
Accumulated surplus	213,166	(2,381)	210,785
Total equity	496,404	(9,319)	487,085

Adjustments to the comparative figures for the year ended 30 June 2022

Statement of Financial Position

\$ '000	Original Balance 30 June, 2022	Impact Increase/ (decrease)	Restated Balance 30 June, 2022
Receivables	4,346	157	4,503
Total current assets	26,605	157	26,762
Receivables	692	(692)	–
Infrastructure property plant and equipment	514,356	(5,397)	508,959
Intangible assets	–	2,317	2,317
Total non-current assets	537,048	(3,772)	533,276
Total assets	563,653	(3,615)	560,038
Payables	15,611	76	15,687
Contract liabilities	7,724	(1,840)	5,884
Total current liabilities	27,939	(1,764)	26,175
Total liabilities	28,155	(1,764)	26,391
Net assets	535,498	(1,851)	533,647
Accumulated surplus	214,918	(749)	214,169
Revaluation reserves	320,580	(1,102)	319,478
Total equity	535,498	(1,851)	533,647

F4-1 Correction of errors (continued)

Income Statement

Income Statement			
	Original Balance 30 June, 2022	Impact Increase/ (decrease)	Restated Balance 30 June, 2022
\$ '000			
Grant and contributions provided for operating purposes	3,412	(17)	3,395
Grant and contributions provided for capital purposes	7,488	1,570	9,058
Other revenue	3,940	(3)	3,937
Total income from continuing operations	52,323	1,550	53,873
Depreciation and amortisation	9,768	(87)	9,681
Other expenses	982	5	987
Total expenses from continuing operations	50,571	(82)	50,489
Net operating result for the year before grants and contributions provided for capital purposes	(5,736)	62	(5,674)
Net operating result for the year	1,752	1,632	3,384

Statement of Comprehensive Income

	Original Balance 30 June, 2022	Impact Increase/ (decrease)	Restated Balance 30 June, 2022
\$ '000			
Net operating result for the year	1,752	1,632	3,384
Gain (loss) on the revaluation of IPPE	37,342	5,836	43,178
Other comprehensive income	37,342	5,836	43,178
Total comprehensive income for the year	39,094	7,468	46,562

F5 Statement of developer contributions as at 30 June 2023

F5-1 Summary of developer contributions

	Opening balance at 1 July 2022	Contributions received during the year		Non-cash Other	Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2023	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land						
Parking	418	–	–	–	8	–	–	426	–
Community facilities	(948)	498	–	–	–	(87)	–	(537)	–
Roads and traffic facilities	393	675	–	–	13	(332)	–	749	–
Major open space	(1,647)	3,150	–	–	28	–	–	1,531	–
Local open space	3,618	1,211	–	–	86	(116)	–	4,799	–
Administration	317	73	–	–	6	(55)	–	341	–
S7.11 contributions – under a plan	2,151	5,607	–	–	141	(590)	–	7,309	–
S7.12 levies – under a plan	7,705	1,548	–	–	158	(614)	–	8,797	–
Total S7.11 and S7.12 revenue under plans	9,856	7,155	–	–	299	(1,204)	–	16,106	–
S7.11 not under plans	874	–	–	–	16	–	–	890	–
Total contributions	10,730	7,155	–	–	315	(1,204)	–	16,996	–

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.



F5-2 Developer contributions by plan

\$ '000	balance at 1 July 2022	Cash	Non-cash Land	Non-cash Other	investment income earned	Amounts expended	Internal borrowings	restricted asset at 30 June 2023	borrowings (to)/from
CONTRIBUTION PLAN 2010 – DIRECT									
Community facilities	(948)	498	–	–	–	(87)	–	(537)	–
Administration	317	73	–	–	6	(55)	–	341	–
Roads and traffic facilities	393	675	–	–	13	(332)	–	749	–
Major open space	(1,647)	3,150	–	–	28	–	–	1,531	–
Local open space	3,618	1,211	–	–	86	(116)	–	4,799	–
Total	1,733	5,607	–	–	133	(590)	–	6,883	–
CONTRIBUTION PLAN 1993									
Parking	418	–	–	–	8	–	–	426	–
Total	418	–	–	–	8	–	–	426	–

S7.12 Levies – under a plan**INDIRECT DEVELOPMENT CONTRIBUTIONS PLAN – 2010**

General levy	7,705	1,548	–	–	158	(614)	–	8,797	–
Total	7,705	1,548	–	–	158	(614)	–	8,797	–

F5-3 Contributions not under plans**CONTRIBUTIONS – NOT UNDER A PLAN**

Parking	874	–	–	–	16	–	–	890	–
Total	874	–	–	–	16	–	–	890	–

F6 Statement of performance measures**F6-1 Statement of performance measures – consolidated results**

	Amounts		Indicators		Benchmark
	2023	2023	Restated 2022	Restated 2021	
\$ '000					
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(7,593)	(16.23)%	(7.87)%	(8.71)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	46,777				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	43,655	72.40%	76.88%	83.48%	> 60.00%
Total continuing operating revenue ¹	60,301				
3. Unrestricted current ratio					
Current assets less all external restrictions	25,882	4.32x	3.31x	3.32x	> 1.50x
Current liabilities less specific purpose liabilities	5,992				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	1,689	∞	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	-				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	1,713	4.86%	4.39%	5.08%	< 5.00%
Rates and annual charges collectable	35,228				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	51,581	12.77 months	13.30 months	13.21 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	4,039				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies.

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method.

End of the audited general purpose financial statements**G Additional Council disclosures (unaudited)****G1-1 Council information and contact details****Contact details****Mailing Address:**

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Officers**General Manager**

Michael Mamo

Responsible Accounting Officer

Rodney Sanjivi

Public Officer

Melissa Mallos

Auditors

Audit Office NSW
Level 19, Darling Park Tower 2,
201 Sussex Street, Sydney NSW 2000

Elected members**(During the financial year)****Mayor**

- Matthew Blackmore (Till 2 March 2023)
- Karen Pensabene (From 3 March 2023)

Councillors

- Karen Pensabene (Mayor from 3 March 2023)
- Benjamin Cai
- Raj Datta
- Nella Hall
- Sharangan Maheswaran
- Sandy Reddy
- Matthew Blackmore (Mayor till 2 March 2023)



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying financial statements of Strathfield Municipal Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2023, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).



INDEPENDENT AUDITOR'S REPORT

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule-Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Renee Meimaroglou
Delegate of the Auditor-General for New South Wales

7 March 2024
SYDNEY



Mrs Karen Pensabene
 Mayor
 Strathfield Municipal Council
 PO Box 120
 STRATHFIELD NSW 2135

Contact: Renee Meimaroglou
 Phone no: 02 9275 7389
 Our ref: R008-16585809-50927

7 March 2024

Dear Mayor

**Report on the Conduct of the Audit
 for the year ended 30 June 2023
 Strathfield Municipal Council**

I have audited the general-purpose financial statements (GPFS) of the Strathfield Municipal Council (the Council) for the year ended 30 June 2023 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2023 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit and did not impact my ability to express an unmodified opinion.

IPPE and Fixed Asset Register data quality issues

As part of our review of IPPE values at 30 June 2023, several data quality issues were identified with the Council's Fixed Asset Register (FAR). These included but are not limited to:

- asset attribute data maintained in Council's separate technical register could not be reconciled to the financial FAR
- asset unit rates and asset conditions in the FAR could not be reconciled to the technical register
- outdated condition ratings were factored into the fair value of IPPE
- assets were assessed to have useful lives that were incorrect
- duplicate assets as well as assets previously unrecorded were identified
- some asset additions and disposals were capitalised and depreciated from dates that were different from their commissioning date.

The above issues meant that insufficient audit evidence was available to support the Council's initial carrying value of IPPE balances, particularly transport assets which included roads, footpaths, bridges and kerb and gutter assets.

In response, Management utilised recently obtained existing asset condition reports (which were externally sourced through independent consultants) to re-determine the fair value of its IPPE portfolio. This involved management performing procedures to ensure the condition reports completely and accurately captured all relevant IPPE data. Audit then performed procedures on a sample basis to gain comfort on the completeness and accuracy of this data.

External consultants were then engaged during late February 2024 to perform a revaluation, using the condition report data for the following assets classes:

- Roads (including kerb and gutter and roadside assets)
- Bridges
- Footpaths
- Bulk earthworks.

Based on the above procedures, the carrying value of IPPE was confirmed as materially correct as at 30 June 2023.

INCOME STATEMENT

Operating result

	2023 \$m	2022* \$m	Variance %
Rates and annual charges revenue	33.6	32.9	↑ 2.1
Grants and contributions revenue	16.6	12.4	↑ 33.9
Operating result from continuing operations	3.9	3.4	↑ 14.7
Net operating result before capital grants and contributions	(9.6)	(5.7)	↓ 68.4

* The 2022 comparatives have been restated to correct prior period errors. Note F4-1 of the financial statements provides details of the prior period errors.

Rates and annual charges revenue (\$33.6 million) increased by \$0.7 million (2.1 per cent) in 2022–23. This was mainly due to a 1.1 per cent rate peg increase and a \$0.5 million increase in annual charges relating to Domestic waste management services in 2022–23.

Grants and contributions revenue (\$16.6 million) increased by \$4.2 million (33.9 per cent) in 2022–23 mainly due to an increase in s.7.11 contributions towards amenities and services.

The Council's operating result from continuing operations (\$3.9 million) was \$0.5 million higher than the 2021–22 result. The improved operating result was mainly attributable to the increase to capital grants and contributions.

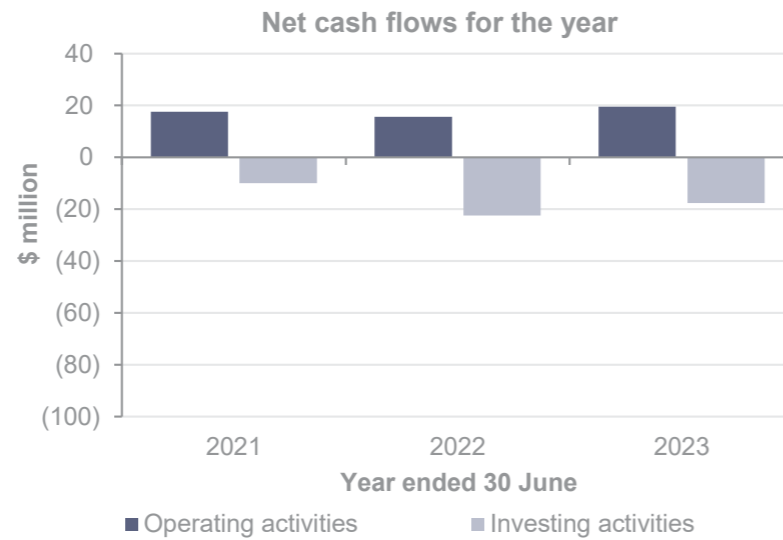
The net operating result before capital grants and contributions (\$9.6 million deficit) was \$3.9 million higher than the 2021–22 deficit, mainly due to higher operating expenses, particularly a \$3.2 million growth in materials and services and \$3.0 million in employee benefits and on-costs.

STATEMENT OF CASH FLOWS

Net cash provided by operating activities increased by \$3.8 million from prior year. This is mainly due to additional capital grant funding, including developer contributions received, as well as the advance payment of the financial assistance grant of \$1.6 million in June 2023.

Net cash used in investing activities decreased by \$4.8 million from 2021–22, primarily due to less investment in term deposits.

The Council does not have any cashflows from financing activities.



FINANCIAL POSITION

Cash and investments

Cash and investments	2023	2022	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	51.6	43.7	Externally restricted balances comprise of developer contributions, stormwater management and domestic waste funds. These funds saw an overall increase of \$9.2 million mainly due to higher level of developer contributions collected during the year.
Restricted and allocated cash, cash equivalents and investments:			Internal allocations are determined by council policies or decisions, which are subject to change. The allocations increased by \$4.4 million mainly due to the Financial Assistance Grant (paid in advance) and increase in deposits/bonds.
• External restrictions	29.4	20.2	
• Internal allocations	21.7	17.4	

PERFORMANCE

Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

Operating performance ratio

The Council did not meet the benchmark for the current reporting period. This was mainly due to increase in operating expenses relating to employee benefits and raw materials and consumables.

The 2021/2022 ratio was restated from negative 8.2 per cent to a negative 7.9 per cent. This was due to a correction of a prior period error.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

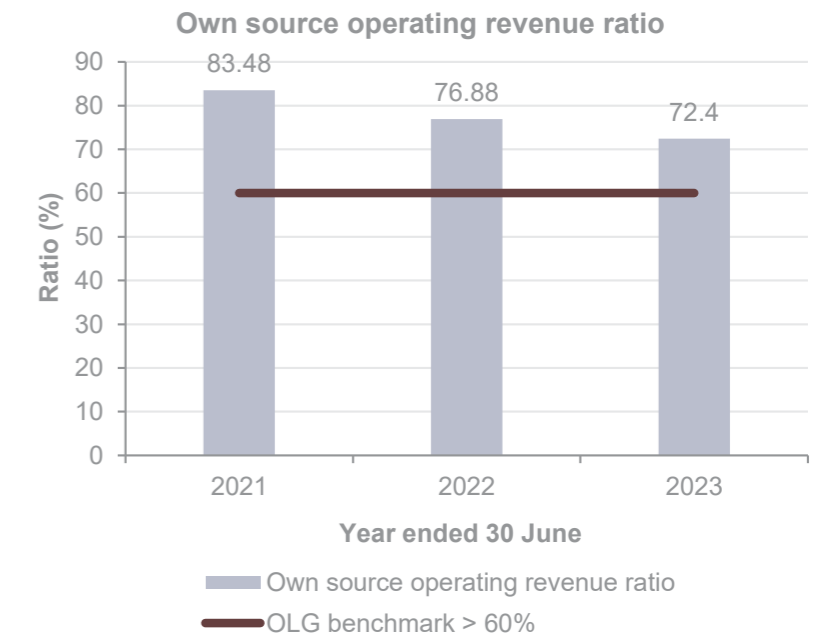


Own source operating revenue ratio

The Council exceeded the benchmark for the current reporting period.

The 2021 / 2022 ratio was restated to correct a prior period error. Previously management reported 79.17 per cent, however this was revised to 76.88 per cent.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



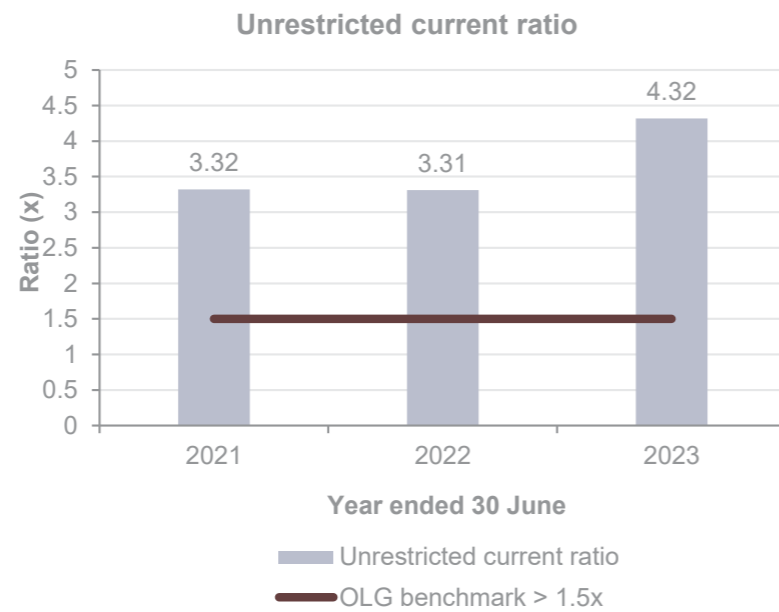
Unrestricted current ratio

The Council exceeded the benchmark for the current reporting period.

The 2023 unrestricted current ratio is 4.32, which is higher than 2022 ratio of 3.31, mainly due to an \$8 million increase in current term deposits invested by the Council.

The 2022 ratio was restated to correct a prior period error from 2.97 to 3.31.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



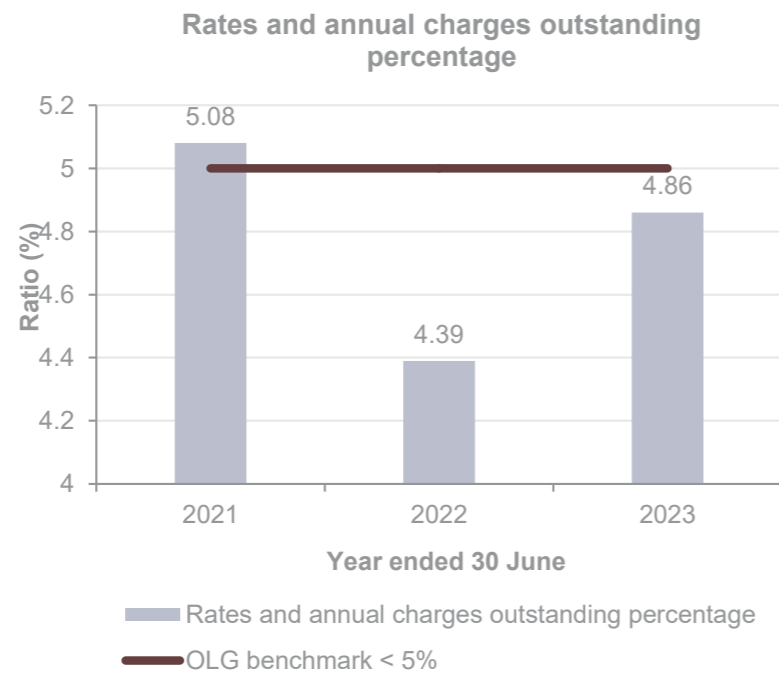
Debt service cover ratio

Similarly, to the prior year, the Council does not have any external debts or borrowings. This ratio measures the operating cash to service debt including interest, principal, and lease payments.

Rates and annual charges outstanding percentage

The Council met the benchmark for the current reporting period.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.

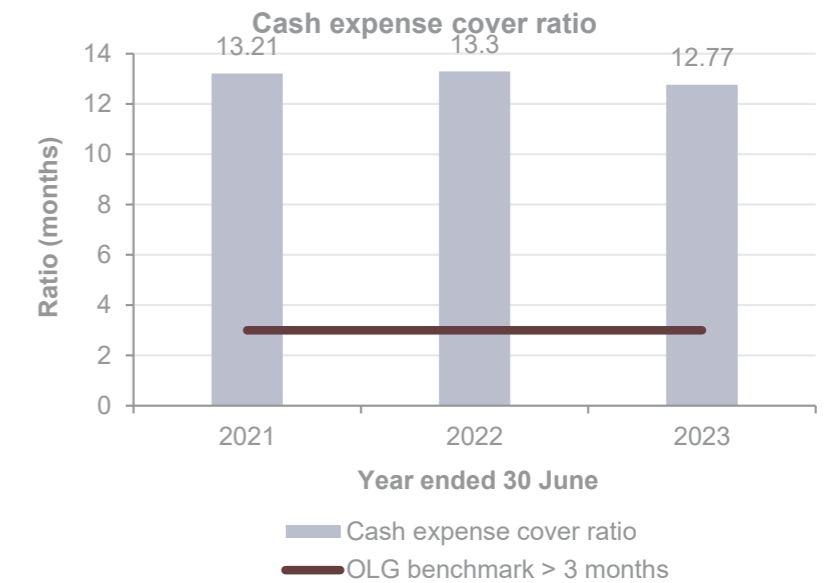


Cash expense cover ratio

The Council exceeded the benchmark for the current reporting period.

The ratio indicates the Council holds enough cash to meet expenditure for the next 12.77 months without additional cash inflow.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

The Council's infrastructure renewal expenditure in 2022–23 was \$3.3 million. This is mainly due to the additional capital work in progress spent on projects as part of the following projects including Powells Creek Bridges, Strathfield Park, Airey Park, Begnell Field and Hudson Park.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Renee Meimaroglou
Director, Financial Audit

Delegate of the Auditor-General for New South Wales



Special Schedules

for the year ended 30 June 2023

Permissible Income for general rates

\$ '000	Notes	Calculation 2022/23	Calculation 2023/24
Notional general income calculation ¹			
Last year notional general income yield	a	19,596	19,903
Plus or minus adjustments ²	b	108	62
Notional general income	c = a + b	19,704	19,965
Permissible income calculation			
Special variation percentage ³	d	0.00%	35.10%
Or rate peg percentage	e	1.10%	0.00%
Plus special variation amount	h = d x (c + g)	–	7,008
Or plus rate peg amount	i = e x (c + g)	217	–
Sub-total	k = (c + g + h + i + j)	19,921	26,973
Plus (or minus) last year's carry forward total	l	15	–
Less valuation objections claimed in the previous year	m	(33)	–
Sub-total	n = (l + m)	(18)	–
Total permissible income	o = k + n	19,903	26,973
Less notional general income yield	p	19,903	27,003
Catch-up or (excess) result	q = o – p	–	(31)
Plus income lost due to valuation objections claimed ⁴	r	–	32
Carry forward to next year ⁶	t = q + r + s	–	1

Notes

1. The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
2. Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916 (NSW).
3. The 'special variation percentage' is inclusive of the rate peg percentage and where applicable, the Crown land adjustment.
4. Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
5. Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.





INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Strathfield Council (the Council) for the year ending 30 June 2024.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

Renee Meimaroglou
Delegate of the Auditor-General for New South Wales

7 March 2024
SYDNEY

Report on infrastructure assets as at 30 June 2023

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard			2022/23 Required maintenance ^a	2022/23 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	to bring assets to satisfactory standard	agreed level of service set by Council					\$ '000	\$ '000	\$ '000	1	2
Buildings	Buildings and other structures	3,455	5,629	764	505	54,072	76,418	28.7%	33.3%	30.6%	2.4%	5.0%	
	Sub-total	3,455	5,629	764	505	54,072	76,418	28.7%	33.3%	30.6%	2.4%	5.0%	
Roads & Car Parks	Roads, bridges, footpaths, kerb & gutter, bulk earthworks (non-depreciable).	10,691	48,799	2,544	1,210	180,980	284,056	0.6%	7.7%	46.3%	29.0%	16.4%	
	Sub-total	10,691	48,799	2,544	1,210	180,980	284,056	0.6%	7.7%	46.3%	29.0%	16.4%	
Stormwater drainage	Stormwater drainage (Pits, Pipes, & Conduits)	260	260	931	172	55,640	93,143	1.0%	17.0%	82.0%	0.0%	0.0%	
	Sub-total	260	260	931	172	55,640	93,143	1.0%	17.0%	82.0%	0.0%	0.0%	
Open Space & Recreational Assets	Other open space / recreational assets	8,937	8,937	609	1,473	42,885	60,911	59.5%	15.7%	23.2%	1.6%	0.0%	
	Sub-total	8,937	8,937	609	1,473	42,885	60,911	59.5%	15.7%	23.2%	1.6%	0.0%	
Total – all assets		23,343	63,625	4,848	3,360	333,577	514,528	11.8%	14.1%	47.7%	16.6%	9.8%	

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required



Infrastructure asset performance indicators (consolidated) *

	Amounts		Indicators		Benchmark
	2023	2023	Restated 2022	Restated 2021	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	3,302	48.75%	70.18%	114.65%	> 100.00%
Depreciation, amortisation and impairment	6,773				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	23,343	6.69%	4.21%	0.39%	< 2.00%
Net carrying amount of infrastructure assets	348,722				
Asset maintenance ratio					
Actual asset maintenance	3,360	69.31%	126.09%	148.95%	> 100.00%
Required asset maintenance	4,848				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	63,625	12.37%	11.15%	0.29%	
Gross replacement cost	514,528				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



Thank you to
our Strathfield
community

EAST SIBERIAN SEA - 12,000 KM



65 Homebush Road, Strathfield NSW 2135
02 9748 9999 | www.strathfield.nsw.gov.au

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-  StrathfieldMC
-  StrathfieldCouncil
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