

# Strathfield Council Annual Report

2011 - 2012

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## ABOUT THIS DOCUMENT

The primary purpose of the Annual Report 2011/2012 is to demonstrate achievements during the year based on the actions identified in the Management Plan 2011-2014 and to comply with the requirements of the *Local Government Act* 1993 and the Local Government (General) Regulation 2005 for NSW Local Government Annual Reporting. This includes presentation of an audited financial report, which is a companion to this report.

This is the final Annual Report which references Council's Management Plan 2011-2014. During 2011-2012, Council finalised its new community strategic plan 'Strathfield 2025' in accordance with the Integrated Planning and Reporting System. The new planning and reporting framework is driven by the extensive community engagement process that was undertaken in 2011 and 2012. The new plans will be implemented as at 1 July 2012 and in future years, the Annual Report will report against the objectives of the new planning system.

This report is divided up into the 5 Principal Activity Areas of:

Organisation and Governance  
Sustainable Environment  
Community Building  
Economic Development  
Urban Design & the Built Environment

This Annual Report references the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines and integrates the State of the Environment (SOE) Report. Reporting against key environment indicators is available in the index of this report.

### Terms used in this document

Principal Activity Areas – groupings of priorities that organise Council's programs and activities

Desired Outcomes – A statement of Council's goals, relate to the establishment of a sustainable community

Strategy – A statement of action designed to achieve each Desired Outcome.

Outputs – The implementation of projects, activities and programs completed during the reporting period of each strategy in order to achieve each Desired Outcome.

## CONTACTING COUNCIL

- In person - Strathfield Council Customer Service Centre, 65 Homebush Road, Strathfield. Opening hours: Monday to Friday 8.30am to 4.30pm or Library and Information Centre, Customer Service Desk, 65-67 Rochester Street, Homebush. Opening hours: Monday to Thursday 9.30am to 8pm, Friday 9.30am to 6pm, Saturday 8.30am to 12noon
- In writing - The General Manager, Strathfield Municipal Council, PO Box 120 Strathfield NSW 2135
- Telephone - Council can be contacted on (02) 9748 9999, 24 hours a day, seven days a week
- Fax - (02) 9764 1034
- Email - [council@strathfield.nsw.gov.au](mailto:council@strathfield.nsw.gov.au)
- Website - [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au)

- Assistance - If your first language is not English and you would like to contact Council, call the Translators and Interpreter Service (TIS) on 131 450 for assistance. A translator will then contact us to help you liaise with Council. Use of this service is free. This publication can be made available in alternative format on request to assist persons with disabilities.

## **MAYOR'S MESSAGE**

Cr Gulian Vaccari, Mayor of Strathfield

Welcome to Strathfield Council's Annual Report. The reporting period is the 2011-2012 financial year, which covers the Council term that finished in September 2012. In presenting this report, I wish to acknowledge and recognise the efforts of the previous Council, in particular, the contributions and work of the previous Mayor, Cr Paul Barron and Deputy Mayor Cr Helen McLucas.

Council was touched by sadness in June 2012 with the passing of Councillor Sundar Eswaran, who died after a long-battle with illness. Cr Eswaran was a much respected figure in the community and a leader with the Tamil community. He was the first Tamil-descent elected to Strathfield Council.

In September 2012, local government elections were held in all council across NSW. I welcome the following new and returning councillors to Strathfield Council: Daniel Bott, Raj Datta, Stephanie Kokkolis, Helen McLucas, Sang Ok and Andrew Soulos.

At the 2012 Council election, a community poll was held asking voters in Strathfield to vote to change the status of Council from a municipality to a City. 65% of all voters supported the change to City status of Strathfield, which reflects the faith of our community in the future of Strathfield.

As Strathfield's Mayor for the 2012-2013 year, I am proud to lead a new team of councillors at Strathfield Council and hope to continue to deliver and improve the quality and efficiency of services to the community, underpinned by sound and responsible financial management.

Strathfield has a culturally diverse community with more than half the population born overseas. To address our community's diversity, Council provides culturally specific services, events and activities such as Chinese New Year celebrations, English conversation classes and various economic and health workshops aimed at culturally and linguistically diverse groups.

I hope to encourage greater community involvement in council activities and decision making processes ranging from community committees to events and programs that involve the community in recreation, environmental, community and cultural activities. Examples include Strathfield Spring Fair, Strathfield Food Fair and Cooks River Fun Run which continues to grow in popularity each year.

The next 12 months are again going to be an exciting period for the Strathfield community, and I, along with all the councillors, look forward to working with the community into the future.

## **GENERAL MANAGER'S MESSAGE**

David Backhouse, General Manager

I am pleased to present the Strathfield Council 2011/2012 Annual Report which highlights Strathfield's achievements, changes and improvements to services and provides a snapshot of our progress. This report also includes Council's State of Environment Report.

Council's financial statements for 2011-2012 shows Council to be in a very satisfactory position with financial indicators remaining steady and in most areas standing above accepted industry benchmarks. Strong financial management, debt reduction and good returns on our investments all hold strong prospects for the continued maintenance of facilities and improvement in the delivery of services.

In the 2011-2012 year, Council conducted its largest ever community engagement to develop the new community strategic plan 'Strathfield 2025'. This plan sets out the future directions of Strathfield Local Government Area to 2025 and beyond. Over 2000 members of the local community were involved through meetings, interviews, group discussions and surveys in sharing their visions, views and perspectives of the Strathfield they want by the year 2025. Strathfield 2025 has been created from a strong foundation of research and analysis, as well as a continuing dialogue with residents, and the government, community and business sectors. The new plan adopts five broad themes, based on what the community has expressed is important, to support and implement the community vision for Strathfield by 2025. Under each of these five themes, Council has set clear goals and expanded these with strategies for how these can be achieved. These new plans will commence for the 2012/2013 financial year.

In 2011-2012, Council continued to progress the Town Centre Master Plan through a number of initiatives, including reviewing and preparing new planning controls for the Strathfield town centre as part of the new Draft Strathfield Local Environmental Plan. The draft Strathfield LEP containing the new town centre controls was exhibited to the public through an extended public consultation process in February and March 2012. Following public exhibition, the submissions were then considered and subsequent recommendations relating to the final draft controls made in anticipation of Council endorsement in July 2012. In addition a significant amount of feasibility and design testing of the Master Plan and exploration of funding options has occurred over the year. This has included numerous meetings and liaison with transport authorities and relevant state departments.

Council's Annual Report is presented in line with the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines. The GRI is an internationally recognised sustainability reporting framework that facilitates transparency and accountability and provides a universally comparable framework. This report provides a comprehensive report card of the organisation's current status and provides measurements of progress over medium to long term.

More details on all of these key achievements and projects as well as a full description of the work undertaken in each of the principle activity areas can be found in the contents of this report. I hope this report demonstrates both the robust strategic framework under which Strathfield Council is managed and the commitment to the Strathfield community in Council's daily operations.

Looking to 2012-13 and beyond, it is my aim to work with the Councillors to continue to provide strong financial and strategic management and deliver improved and consistently high quality services to the Strathfield Council community.

## **COUNCILLORS**

Councillors as elected at the general local government election on 8 September 2012.

Councillor Gulian Vaccari  
Mayor of Strathfield  
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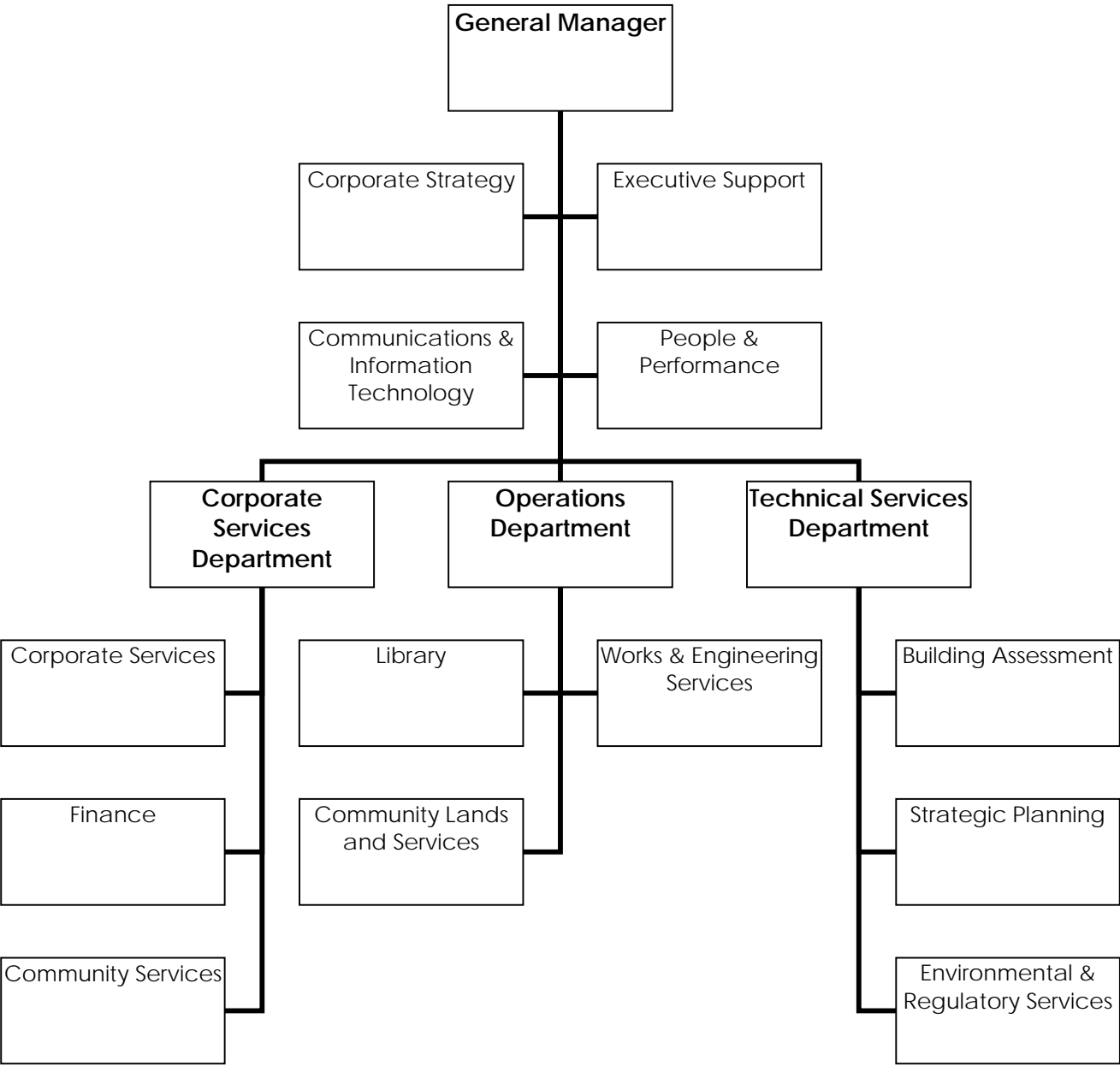
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Councillor Stephanie Kokkolis  
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Councillor Helen McLucas  
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Councillor Sang Ok  
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**ORGANISATIONAL STRUCTURE**



## GOVERNANCE

Strathfield Municipal Council is incorporated under the *Local Government Act 1993*.

The elected Council comprises of seven councillors, who are elected by the residents and ratepayers of Strathfield Local Government Area. On 8 September 2012, a general election was held and the following councillors were elected:

Daniel Bott  
Raj Datta  
Stephanie Kokkolis  
Helen McLucas  
Sang Ok  
Andrew Soulos  
Gulian Vaccari

The following councillors served for the financial year 2011/2012, which is the reporting period of this Annual Report.

- Paul Barron
- Bill Carney
- Hope Brett-Bowen
- Sundar Eswaran
- Keith Kwon
- Tony Maroun
- Helen McLucas

### **Mayor and Deputy Mayors 2011-12**

Cr Paul Barron served as Mayor from 29 September 2011 to 8 September 2012.

Cr Bill Carney served as Deputy Mayor from 29 September 2011 to 13 March 2012

Cr Helen McLucas served as Deputy Mayor from 3 April 2012 to 8 September 2012.

## **Committee Chairpersons**

The following councillors served as chairpersons of Council and Standing Committees:

Council meeting	Chairperson: Deputy Chairperson:	Mayor Deputy Mayor
Planning Committee	Chairperson: Deputy Chairperson:	Cr Carney Mayor
Traffic Committee	Chairperson: Deputy Chairperson:	Cr McLucas Cr Barron
Economic Committee	Chairperson: Deputy Chairperson:	Cr Carney Cr Kwon
Environmental Committee	Chairperson: Deputy Chairperson:	Cr Brett-Bowen Cr Eswaran
Social Committee	Chairperson: Deputy Chairperson:	Cr Maroun Cr McLucas

The role of the Councillors is to direct and control the affairs of the Council in accordance with the Local Government Act and other applicable legislation.

Each year, the Councillors elect a Mayor who presides at meetings of the Council, carries out the civic and ceremonial functions of the civic office, exercises, in cases of necessity, the policy making functions of the governing body of the Council between its meetings and exercises any other functions that the Council determines.

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 these functions, there are three departments of Council. These departments are Technical Services, Operations and Corporate Services.

A Director heads each of these departments. Each of the departments is divided into a number of sections, which are run by a Manager.

## **Extraordinary governance costs**

A Council by-election was held on 23 October 2010 to fill a vacancy created by the resignation of Councillor Danny Lim. The election was conducted by the NSW Electoral Commission on behalf of Council. Council was required to pay \$85,635.00 in election costs and expenses.

A claim was received by former Councillor Lim in 2011-12 for payment of councillor fees, Mr Lim had previously requested these fees not be paid. The claim totaled \$27,311.16.

## **COUNCIL VISION**

The community vision describes the community's long-term aspirations for the future of the Strathfield Local Government Area:

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

## **COUNCIL VALUES**

Strathfield Council has adopted a statement of values which expresses the commitment to serving the community.

*Integrity* - We will maintain our reputation for honesty and integrity and our ability to fulfill our promises. It is this concept by which all our actions are based and by which we are happy for our actions to be judged.

*Respect* - We show respect to those we deal with both inside and outside of the Council

*Teamwork* - We approach all our work as a team, sharing our skills and resources for our client's benefit. We value the health and safety of our people.

*Professionalism* - We value our clients and are accountable for the work we do with them.

## STRATHFIELD 2025

All councils in NSW are required by legislation to implement the Integrated Planning and Reporting framework. This framework involves the adoption of an overarching Community Strategic Plan 'Strathfield 2025', which is supported by resourcing strategies and implementation plans including the delivery program and operational plan.

'Strathfield 2025' represents the shared vision for Strathfield – both Council and the community - and sets clear goals and strategies to meet this vision. The community strategic plan allows us to anticipate the challenges ahead, and to make the most of our opportunities based on community views and aspirations. Strathfield 2025 recognises that the future of Strathfield area is also shaped and influenced by regional and state planning directives and initiatives. Therefore, consideration of state and regional plans, including State Plan NSW 2021 and the Metropolitan Strategy 2036 has been made.

In 2011-2012, Strathfield Council undertook extensive community consultation and engagement to develop the new community strategic plan, which was named 'Strathfield 2025' – a plan to 2025 and beyond. The engagement process involved the following:

- Review of Council's corporate documents, surveys and studies in August and September 2011
- Preliminary consultations with the community at the Strathfield Spring Fair in September 2011
- Community Survey sent to all households in Strathfield in November 2011. The survey received nearly 2000 responses
- 49 face to face engagement sessions were held totalling 247 hours of consultation involving community meetings, interviews and focus groups with schools, business and community organisations from November 2011 to February 2012.
- Over 75 submissions were made by individuals and organisations
- Consultations with Council staff in February 2012

Strathfield 2025 is a strategic document that:

- Presents a long term vision for the Strathfield Local Government Area and focuses on delivering a sustainable future
- Describes the Strathfield community.
- Identifies our current and future social, environmental, economic and civic leadership aspirations and challenges.
- Presents goals and strategies for Council, the community and other levels of government to deliver in partnership.
- Sets out methodology for measuring progress of the plan

Strathfield 2025 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

### Connectivity

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.

## Community Wellbeing

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.

## Prosperity and Opportunities

Providing opportunities for prosperity through innovative business development, improving regulatory systems and promoting a sense of civic pride creates economic benefits.

## Liveable Neighbourhoods

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.

## Responsible Leadership

The above goals will be underpinned by a commitment to making improvements to infrastructure and delivering and facilitating better services by responsible management of community assets and consistent delivery of efficient and effective services.

The key goals and strategies that stem from the five themes identify the priorities for the future of the Strathfield community. Effective implementation of these strategies depends not only on the actions of Council but collaboration and partnerships with state and federal government, other local councils, educational institutions, community organisations and business organisations.

Strathfield 2025 is supported by the Council's Delivery Program (4 year plan) and Operational Plan (annual plan) which include a series of targets under each of the goals and strategies to measure the delivery of Strathfield 2025. The Integrated Planning and Reporting framework includes regular review processes which ensure this Community Strategic Plan remains relevant to the Strathfield community.

From February 2012 to April 2012, analysis of data collected and a review of the findings was made and the draft Strategic Plan was developed.

The draft Community Strategic Plan was placed on public exhibition on 27 April for 28 days and adopted by Council on 29 May 2012.

The Delivery Program (2012-2016) and Operational Plan (2012-2013) was adopted on 29 June 2012.

## **STATE OF ENVIRONMENT REPORTING**

It is a requirement under the Local Government Act to include State of Environment (SoE) Reporting in the Annual Report in the year of a council election. This report has integrated SoE reporting throughout the report and includes an index at the end of the report which addresses the eight major areas of environmental reporting.

Sustainability of Strathfield LGA underpins the Strathfield 2025, the new community strategic plan. A sustainable Strathfield is one that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs.

Strathfield 2025 is founded on the quadruple bottom line (QBL) approach, which addresses environmental, social, economic and civic leadership considerations. Applying a QBL approach ensures that community priorities are addressed in a balanced and holistic manner.

Council acknowledges that its decisions and actions have an impact on the quality of life of both present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments. These sentiments have been endorsed by the wider community and as such each of the five themes of Strathfield 2025 reflect environmental, economic, social and civic leadership considerations.

This Plan identifies the various roles that we can play in achieving sustainability across a number of different areas including maintaining a strong local economy, supporting local communities, improving natural and built environment and providing strong and responsible leadership.

To address specific environmental aspects, the following monitoring measures have been developed in Strathfield 2025.

## **Environmental**

### *Condition of the Natural Environment*

Measuring the condition of the natural environment includes a range of local and regional indicators. Although a measurement such as air quality is not necessarily an indicator of Council's environmental performance, it can be an important criterion in decision making. Biodiversity, threatened species, water quality, pollution and even the condition of our street trees all contribute to building this indicator.

### *Quality of the Built Environment*

Quality of the built environment depends on assessing cumulative impacts of development, the effectiveness of planning and policy framework and monitoring compliance. Although something such as the assessment of the aesthetic value of a development is broadly subjective, compliance with building standards and the adoption of measures and recommendations that go beyond statutory requirements provide more quantifiable measures.

### *Consumption of Resources*

Although reducing consumption is largely driven by economic imperatives, it can have a lasting effect on our environment. Particularly in the areas of energy and water consumption, many of the impacts may take some time to eventuate. This is why it is important to measure consumption over time and take steps to reduce it, both within Council and in the broader community.

### *Management of Waste Recourse*

Council uses the principles of reduce, reuse and recycle when managing waste recourses. Indicators such as the total waste entering landfill or being recycled are important, however monitoring the range of materials and how they are converted into recourses provide a much better account of how Strathfield is performing on this issue. The provision of education and participation are also critical measurements as many of the outcomes hinge on these strategies.

## **STRATEGIC DIRECTIONS**

The major directions for Council in 2011-12 were set out in the Strathfield Council Management Plan 2011-2014, which was designed to align council's operations and programs with community needs and expectations. Council's strategies and programs are developed in consideration of outcomes from comprehensive community surveys, research and representations from councillors on behalf of the community

### **WASTE AND RECYCLING SERVICES**

Efficient and effective waste services are one of Council's most important services. Domestic waste collection services include weekly garbage, recycling and green waste. Council is continually implementing improvements to waste services to increase recyclable waste and reduce land fill and tipping costs. Efficient management of domestic waste will result in maintaining affordable waste services to residents and ratepayers.

Council is reviewing its on-call Clean Up services which include general waste and scrap metal services with view to improving availability and collection volumes. Clean up services assist residents in disposal of household waste. Without access to these services, residents would find waste disposal difficult and costly to obtain.

Waste generated by shops and business must be managed effectively to ensure the cleanliness of town centres. Council consults with businesses regarding their waste and recycling practices and will be initiating education programs in combination with increased ranger and inspection enforcement activities to improve town centre cleanliness.

### **ROADS AND FOOTPATHS**

Safe and well maintained roads and footpaths is a priority for Strathfield Council. Roads and traffic in the Strathfield Local Government Area is a shared responsibility with other tiers of government. Council has reviewed and assessed the condition of all local roads in Strathfield LGA and reviewed its ten year plan to manage condition of roads, traffic and parking.

Council's roads program includes road resurfacing, local traffic management involving new or upgraded pedestrian crossings and refuges, roundabouts and installation traffic signals.

Council lobbies other tiers of government for funding and improvements to road and traffic management. In particular, Council will continue to advocate for upgrading of state roads and motorways in order to reduce traffic congestion and "through" traffic in Strathfield LGA.

Council's street sweeping program has been reviewed and a significant improvement in service levels is being implemented, reducing scheduled sweeps from once every six weeks to a fortnightly service.

### **COMMUNITY SAFETY AND HEALTH**

Community safety is a priority of Strathfield Council. Though law enforcement is a State Government responsibility, Council monitors crime trends and works in co-operation with authorities to initiate improvements in safety of the Strathfield Local Government Area such as auditing of street lighting and implementing improvements in crime 'hotspots'.

Council will continue to lobby State Government for improved police services in the local area. Community safety also involves education and information provision.

## TOWN CENTRES AND CIVICSPACES

Strathfield's community have expressed concerns with cleanliness of town centres and levels of graffiti and vandalism, especially in public places.

Council is developing strategies to work co-operatively with the community to manage graffiti prevention and removal. Council is investigating scheduled community clean ups of graffiti in targeted areas.

Council is trialing ranger and enforcement programs targeting illegal dumping, vandalism and property damage.

Council will work co-operatively with business communities to identify and clean up illegal waste dumping, graffiti and vandalism in town centres.

## RECREATION AND OPEN SPACE

Strathfield Council is known for its extensive green open spaces and high standards of recreational facilities, which enhance the livability and amenity of the Municipality. Open spaces range from regional sporting grounds to small neighbourhood parks and reserves. Significant parks include Strathfield Park, Airey and Mason Parks, and a number of interlinked parks form the Cooks River Foreshore open space network. Council is committed to enhancing existing open spaces and promoting connectivity between green space corridors throughout Strathfield.

Access to local recreation and open spaces support active, healthy, participative and engaged communities. High quality and well maintained open spaces provide opportunities to exercise, relax and interact socially. Economic benefits are also derived from green space being in close proximity to most homes and businesses.

Council plans are strongly focused on identifying and meeting the current and future needs of the Strathfield community. Recent studies and community feedback indicates increasing participation rates in formal and informal recreation, sporting and leisure activities such as organised team sports, walking, cycling, running, aerobic fitness, dog walking etc.

## LIBRARY AND INFORMATION SERVICES

Strathfield's libraries occupy an important place in the local community and provide places and services supporting study, research and leisure activities as well as venues for exhibitions, education programs, community and social groups.

Council's libraries deliver services to all age and demographic groups in the community, ranging from infants to older persons. Some collections and services are specifically targeted to meet the needs of identified groups such as children, students, seniors, the unemployed and people from culturally and linguistically diverse backgrounds. Collections are carefully monitored in order to meet changing community needs and demands.

Libraries also provide an important role in lifetime learning and education. Strathfield Library provides resources, technology, staff assistance and support for students of all age groups and levels of formal and informal education.

Library services must continue to change and adapt to new demands and trends. Increasing community use and expectation of service requires Council's libraries to be relevant to changing expectations.

## COMMUNITY FACILITIES AND SERVICES

Growing population and housing density is increasing demand for community facilities and services. Community facilities owned by Council include childcare centres, libraries, halls and community centres and many local services operate from these facilities. In order to maintain facilities in the long term, Council must ensure facilities are financially sustainable while providing access and support for a wide and diverse range of community and recreational services.

## CULTURAL PROGRAMS

Council organises and sponsors various social and cultural events which provide opportunities for local community involvement.

## LOCAL ENVIRONMENTAL PLAN

Strathfield Council plans to adopt a new comprehensive Local Environment Plan in 2011-12, pending State Government approval and public consultation. The LEP will guide planning decisions and the strategic development of land in the Strathfield Local Government Area over the next 10 years.

Council has undertaken major studies of residential land and economic land use and employment in developing the new Local Environmental Plan.

## STRATHFIELD TOWN CENTRE PROJECT

The revitalisation of the Strathfield Town Centre is an important long-term Council strategic initiative. This project is focused on creating a town centre with an underground bus/rail interchange and redeveloping the Town Centre to create a quality public domain that is vibrant and sustainable for all the community.

The Strathfield Town Centre project represents a significant initiative for major public transport infrastructure development involving improved transport links for the Inner West and greater metropolitan regions.

The Town Centre Masterplan Concept requires approval of the NSW Government. The proposed project will involve partnerships and commitments from other tiers of government, the local community and businesses.

## **GET INVOLVED IN YOUR COUNCIL**

### **How decisions are made at Council and Committee Meetings**

The elected councillors meet at Council Meetings and Committee Meetings. At these meetings, reports from Council officers are submitted, with a recommendation, for the consideration of the councillors. The councillors then make a resolution based on these reports that can be acted upon immediately by Council staff.

### **Attend a Meeting**

Council welcomes public input at Committee and Council Meetings. Council Meetings are held on the first Tuesday of the month at 7pm in the Council Chambers, 65 Homebush Road, Strathfield. Council Meetings are open to the public, but there are occasions when a meeting will be closed to the public as discussions may relate to legal, or other confidential matters.

Development applications and other planning matters are discussed at Planning Committee Meetings held on the second Tuesday of the month at 6pm in the Multipurpose Room at Strathfield Library and Information Centre, 65 - 67 Rochester Street, Homebush.

Standing Committees comprising of the Environmental Committee, Social Committee and Economic Standing Committee are held as required on the third Tuesday of the Month at 7pm in the Council Chambers.

Meetings are not normally held in January.

Business papers for Council and Committee meetings are available from Council's Customer Service Centre, libraries and at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au) from the Saturday prior to each meeting.

### **Speak at a Meeting**

Members of the public may speak on matters included in the agenda of Council and Committee meetings. Requests to address a meeting must be submitted in writing prior to the commencement of the meeting. Speakers are limited to five minutes and to speak at a meeting, a 'Request to Address Council Meeting' form must be completed. This form is available from Council's Customer Service Centre or website and needs to be forwarded to Council by 4.30pm on the day of the meeting. For further information contact Council's Governance Officer on 9748 9999.

Council also holds an Open Forum prior to each Ordinary Council meeting to enable members of the public to raise any matters of concern, except those matters on the meeting agenda. Speakers are limited to five minutes and must provide their name and address. No prior notification is required.

### **Have your say**

Council often places draft documents and plans on public exhibition for community feedback. Council also seeks your opinion and comment regarding proposed major changes within the Local Government Area through community forums, surveys, questionnaires and focus group discussions. Councillors take these comments into account before a decision is made or an application is determined.

## **Community Consultation Panel**

Council has a Community Consultation Panel with residents from the Local Government Area to obtain community views on Council's future directions. The Panel is consulted on a few occasions during the year, usually taking the form of a questionnaire. These can be completed in a few minutes and are sent in the post or available online.

## **Area Community Forums**

All community members are invited to attend local Area Community Forums to find out about what's happening in their area, raise questions and discuss ideas and community concerns with the Mayor, Councillors and Council officers. These are held in a different area of the Local Government Area, usually every quarter.

## **Customer Service Centre**

Council's Customer Service, located at 65 Homebush Road, Strathfield, handles all monetary transactions and service requests and can answer most queries immediately, or will refer you to the appropriate area for further information.

Opening hours are Monday to Friday 8.30am to 4.30pm. In addition, there is also a Council Customer Service Adviser available at the Library and Information Centre, Customer Service Desk, 65-67 Rochester Street, Homebush from Monday to Thursday 9.30am to 8pm, Friday 9.30am to 6pm and Saturday 9am to 12pm

## **Council's Service Commitment**

Council staff are committed to:

- Being honest, ethical and professional at all times
- Using plain language
- Being helpful and courteous
- Listening to you with respect
- Being transparent and accountable

Standards of service you can expect from us

- To provide timely, accurate and quality information at all times
- To be honest, ethical and professional at all times
- To be treated with respect
- Providing opportunities for you to have your say on decisions that affect you
- Making information available upon request for people from culturally and linguistically diverse backgrounds
- Ensure that all customers are able to discuss the decisions which affect them with someone who is able to understand and respond to their concerns

When you write, fax, email or lodge an e-customer request, we will:

- Respond in clear, concise language that is easily understood
- Reply to your letter, fax or email within 10 working days
- Forward you an interim letter, updating progress, where your request requires detailed investigation
- Include a contact name and contact number on all correspondence sent to you

### **Responding to Feedback and Complaints**

If you are not satisfied with any of our services or products and wish to make a complaint, you should do so by:

- Contacting the staff member who you have been dealing with and giving him or her an opportunity to resolve your concerns.
- You can request review or investigation by a senior officer if you are not satisfied with the outcome.

If you wish to supply feedback to Council, you can do so by:

- Filling the feedback form available at Council's website at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au) or the Customer Service Centre
- Email us at [council@strathfield.nsw.gov.au](mailto:council@strathfield.nsw.gov.au)
- Telephone: 9748 9999
- Fax: 9746 1034
- Write to the General Manager, PO Box 120, Strathfield, NSW 2135

## **ABOUT STRATHFIELD**

### **GEOGRAPHY**

The Local Government Area of Strathfield has a total area of approximately 14.1 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. The Strathfield Local Government Area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within Strathfield Local Government Area and has its own postcode, 2129.

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 has a number of commercial centres. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

Strathfield Station, one of the largest and busiest railway stations in NSW lies in the heart of the Local Government Area and services an average of 10,000 commuters per day. Strathfield's main waterways are: (1) Saleyards and Powells Creek, in the north of the LGA, which flow to join the Parramatta River at Homebush Bay and (2) Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

### **DEMOGRAPHY**

The estimated resident population as at 30 June 2011 is 37,141 persons. Since 2001, the population of Strathfield has increased by 7708 people. The areas of highest population increase are Homebush, Homebush West and Strathfield Town Centre. Significant increases in the building of new residential units and townhouses have driven the population growth.

The most recent Australian Bureau of Statistics (ABS) Census of Population and Housing was held in August 2011. The Census recorded there are 12,744 private dwellings in Strathfield LGA, with 48% of dwellings being separate houses, while 52% are units, townhouses and semi-detached houses. From 2006 to 2011, there was an increase of 755 residential dwellings in Strathfield LGA, the increase almost entirely made up of high density units. In the Strathfield Council area 52% of dwellings are medium or high density, compared with 40% in the Greater Sydney area.

The population density of Strathfield Local Government Area averages 2532 people per square kilometre, an increase from 2000 people/km<sup>2</sup> recorded in 2001. Densities are higher than average in Homebush West (3651 people/km<sup>2</sup>) and Homebush (3043 per/km<sup>2</sup>) than Strathfield South (1247 per/km<sup>2</sup>) and Belfield/Greenacre (1411 per/km<sup>2</sup>).

According to Census 2011, Strathfield's largest age groups are young people aged 18 to 24 years (12.1%) likely to be attending tertiary education and young workforce aged 15-24 years (20.1%). Strathfield has lower than average numbers of children in the 0-4 years age group. The median age of Strathfield residents is 33 years.

In Strathfield Council area 56% of households are purchasing or fully own their home and 34.5% of dwellings are rented which is higher than the Sydney Metropolitan average of 30.4%.

Strathfield is highly multicultural with over 60% of Strathfield's residential population are born overseas, though 71% are Australian citizens. Outside of those born in Australia, the main countries of birth are China, Korea (South), India, Sri Lanka and Hong Kong. Nearly 60% of residents speak a language other than English, though most residents speak more than one language. Languages other than English spoken at home include Korean, Cantonese, Mandarin, Tamil and Arabic.

Family households are the predominant household structure in Strathfield LGA. The average household size is 2.9 persons.

The Strathfield community is highly educated, particularly in comparison to NSW and Australian averages. Census 2011 reports 23% of the population are studying at university or tertiary institution and another 7% are studying at a technical or further education institution. 86% of all residential dwellings are connected to the internet and 76% of these have broadband connected.

## **HISTORY**

The indigenous people of Strathfield are the Wangal clan of the Darug tribe, though little remains of the former Aboriginal history of this 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. Other grants followed, including 1808 grant of 230 hectares to James Wilshire, which was later known as the Redmire Estate. Redmire was the original European name of the suburb of Strathfield. Other significant grants in the early 1800s were made to D'Arcy Wentworth (Homebush North), John Fleming (Homebush West) and Father John Therry (Village of St Anne's).

Subdivision of land for residential purposes commenced from late 1860s. The oldest surviving residences are built in late 1870s and located in Strathfield: 'Fairholm' in Cotswold Rd and 'Llandillo' The Boulevard. Establishment of the railway is important to Strathfield's development. Railway stations were built in 1855 (Homebush), 1877 (Redmire, later Strathfield) and Flemington (1884). Strathfield Council was incorporated on 2 June 1885, including the suburbs of Redmire, Homebush and Druitt Town (now Strathfield South). The name Strathfield was derived from a local home called 'Strathfield', originally built for the Lord Mayor of Sydney, Walter Renny in 1868. George Hardie was the first Mayor. The current Council Chambers were designed by architect John Sulman and built in 1887.

Strathfield Council has expanded its boundaries over time. Extensions include: incorporation of Flemington area (1892), amalgamation with Homebush Council (1947), incorporation of west ward of Enfield Council (1949) and adjustments at the northwest boundary with Auburn Council (1992).

## **BUILT FORM**

Strathfield Local Government Area contains a number of recognisable architectural styles from each period of Strathfield's residential development commencing c.1870s. These include Victorian, Colonial Georgian, Queen Anne, Federation, Californian Bungalow, Spanish Mission, Tudoresque, Interwar, Post War II, Contemporary and Modern. Significant and rare examples of these architectural styles are protected by statutory heritage listing.

In 1920, Strathfield Council was the first Council to proclaim most of the Council area as a residential district. The proclamation excluded any trades, industries, shops, hotels and residential flats. This proclamation largely stayed in place until 1969 when the Strathfield Planning Scheme Ordinance

(SPSO) was adopted. Since 1969, a significant number of residential flat developments have been built, particularly around the commercial centres of Strathfield, Homebush and Homebush West. In the 1990s several high-rise residential developments were constructed in and around the Strathfield town centre.

## ORGANISATION AND GOVERNANCE

The Principle Activity Area of Organisation and Governance groups the program areas of:

- People and Performance
- Sustainability
- Corporate Services and Finance
- Communications

### DESIRED OUTCOMES

OG1: Council is recognised as being an employer of choice and attract the best staff in Local Government			
OG1.1: Council staff are proud to work for Strathfield Council	OG1.2: Strathfield is a progressive organisation where people want to work	OG1.3: Council staff are highly skilled and there is organisational capacity to deliver the best possible community outcomes	OG1.4: Council staff are given the opportunity to grow and develop

### SUSTAINABILITY INDICATORS

The following indicators have been selected to give a snapshot of Council's workforce and how the organisation monitors performance as part of the management framework.

#### Total number and rate of employee turnover

159 staff members were employed by Council at 30 June 2012, with a turnover of 16%.

#### Percentage of employees receiving regular performance reviews

60% of staff completed a formal performance review with their supervisor.

Council's target is for 100% of staff to complete a formal performance review.

#### Gender representation of staff at Strathfield Council

Female: 43%

Male: 57%

**Employment Status (by gender) of staff at Strathfield Council as at 30 June 2012**

<b>Status</b>	<b>Men</b>	<b>Women</b>
Full Time	76	60
Part Time	3	12
Temporary	-	-
Casual	1	5
Other	2	-
Total	82	77

**Employment Category (by gender) of staff at Strathfield Council as at 30 June 2012**

<b>Category</b>	<b>Men</b>	<b>Women</b>
Management	11	4
Co-ordinator/Supervisor	10	13
Technical/Professional	10	7
Administration/Support	14	43
Operational	46	0
Trainee/Apprentice	1	0
Total	92	67

**Days of training per year per employee by Directorate for 2011-12**

<b>Category</b>	<b>Number of Training Days</b>
General Manager's Unit	58
Operations	16
Technical Services	42
Corporate Services	80
Total	196

**MANAGEMENT PLAN STRATEGIES**

1. Attract and recruit the best staff who are committed to Council's vision and values
2. Implement programs to retain employees, including incentive schemes, reward and recognition
3. Implement staff induction, training and development plans
4. Maintain a safe, non-discriminatory and friendly workplace
5. Review the Equal Employment Opportunity Management Plan

## **OUTPUTS**

### **Develop and Implement the Culture Alignment Program**

Organisational culture is characterised by the attitudes and behaviours of the workforce put simply, 'its the way things are done around here'. Council has embarked on a program to align its culture with its vision, values and the organisation's expectations. These expectations have been translated into organisational behaviours in which all staff are assessed and reinforced through the staff training and development program.

### **Undertake Review of Learning and Development Programs**

A review was undertaken to ensure that learning and development plans were aligned with and complimented Council's objectives. Individual work plans have been developed to provide staff with opportunities to learn and develop in their roles.

### **Implement the People and Performance Communication/Program/Plan**

It is recognised that the involvement of employees in decision making will lead to better decisions and a greater commitment to implement decisions. The People and Performance communication plan supports the culture alignment program and recognises that effective communication by our leaders is required to establish the desired culture. This plan has been implemented as part of Council's overall People and Performance Strategy.

### **Implement the Health and Wellbeing Program**

Council has implemented a 'Fit 4 Work – Fit 4 Life' program to assist staff in making better lifestyle choices. Regular activities have been undertaken including a walking and fitness challenge. Most programs are aligned with nationally recognised health initiatives such as Healthy Heart Week. Staff also have access to a confidential employee assistance program that provides counseling and advice services for personal or work related issues.

## **DESIRED OUTCOMES**

OG2: Sustainability principles are embedded in Council planning, decision making and everyday operations
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## **SUSTAINABILITY INDICATORS**

There are no specific sustainability indicators for Desire Outcome OG2. Council's Sustainability Indicator suite reports on Council's and the community's progress toward sustainability and is reported throughout the annual report under each relevant Desired Outcome.

In line with Council's commitment to sustainability, this annual report references the Global Reporting Initiative Sustainability Reporting Guidelines (GRI). The GRI is an internationally recognised sustainability reporting framework. A range of sustainability indicators have been selected to measure progress towards the Desired Outcomes stated in the Strathfield Council Management Plan.

By reporting on these indicators, over time, Council can determine progress with long to medium term planning goals. For Council, this will help to ensure that the organisation remains viable and the services delivered into the future are relevant. The approach has also enabled the integration of the State of the Environment Report within this Annual Report, demonstrating its status as part of Strathfield Council's core business.

## **MANAGEMENT PLAN STRATEGIES**

Incorporate sustainability principles into Council's strategic and corporate planning

Assess Council's performance through monitoring of sustainability indicators

## **OUTPUTS**

### **TBL Planning and reporting framework**

During the reporting period, Strathfield Council completed its Triple Bottom Line Planning and Reporting framework following the production of its first integrated Annual Sustainability Report, combining the statutory requirements of an Annual Report with a State of Environment Report and Sustainability Report.

Over 50 sustainability indicators are reported within this report. Recognition from the Local Government and Shires Association has been received for the sustainability framework with Strathfield Council being named overall winner of the 2010 Local Government Excellence in the Environment Awards.

The approach will be reviewed and refined over time with additional sustainability indicators being introduced as Council improves its capacity to capture sustainability data and report. The Division of Local Government Integrated Planning and Reporting requirements for Local Government will influence future work in this area.

### **Integrated Planning & Reporting Framework**

During 2011-12, Council undertook significant community engagement in the development of the new community strategic plan 'Strathfield 2025'. The new strategic plan was supported by a number of other plans and strategies such as asset management strategy, workforce management plan, long-term financial plan as well as the Delivery Program (2012-2016) and Operational Plan (2012-2013).

From February 2012 to April 2012, analysis of data collected and a review of the findings was made and the draft Strategic Plan was developed.

The draft Community Strategic Plan was placed on public exhibition on 27 April for 28 days and adopted by Council on 29 May 2012.

The Delivery Program (2012-2016) and Operational Plan (2012-2013) was adopted on 29 June 2012.

## DESIRED OUTCOMES

OG3: Council is a financially sustainable organisation now and into the future		
OG3.1: Strathfield Council operates in a financially responsible and sustainable manner	OG3.2: Appropriate cashflows are maintained to ensure healthy and efficient operations	OG3.3: Council aspires to commercial best practice financial management and reporting

## SUSTAINABILITY INDICATORS

The following suite of indicators provides information about the financial sustainability of Strathfield Council, assisting decision making to ensure that the organisation maintains a strong financial position.

### Sources of Income

This indicator measures how Council sources its income and is also an indicator of how any risk regarding a sustainable source of revenue is spread. Council's main source of income is rates, representing approximately 46% of its revenue.

Revenue	2010/2011 (\$)	2011/2012 (\$)
Rates	13,394,000	13,272,000
Annual Charges	4,586,000	4,653,000
Grants and Contributions	3,865,000	4,459,000
Fees and Charges	2,726,000	3,009,000
Interest	1,578,000	1,891,000
Other	1,390,000	1,294,000
Total	27,539,000	28,578,000

### Expenditure by Program

This indicator demonstrates to the community and rate payers how our income is expended on the provision of services.

Expenditure	2010/2011 (\$)	2011/2012 (\$)
Organisation and Governance	7,604,000	9,164,000
Sustainable Environment	7,706,000	8,467,000
Community Building	2,366,000	2,380,000
Economic Development	1,536,000	1,914,000
Urban Design and Built Environment	7,604,000	8,210,000
Total	26,874,000	30,135,000

### Net Debt as a Percentage of Total Revenue

This indicator is positive with internally restricted and unrestricted cash of \$14.7 million and nil borrowings. The conservative target of -30% has been set to maintain internally restricted and unrestricted cash and securities greater than total interest-bearing financial liabilities.

	2010/2011(\$)	Target	High	Low
Net Debt	-10,537,000			
Total Operating Revenue	25,564,000			
Percentage	-41.2%	-30.0%	-40.0%	0.0%

	2011/2012*(\$)	Target	High	Low
Net Debt	-14,727,000			
Total Operating Revenue	31,770,000			
Percentage	-46.4%	-30.0%	-40.0%	0.0%

### Net Financial Liabilities as a Percentage of Total Capital Employed

This indicator is positive, with higher internally restricted and unrestricted cash and securities than total liabilities.

	2011-12	2010-11	Difference	Comments
<b>Net Financial Liabilities</b>				
Internal Reserves	13595	10427	3168	Future Major Expenditure created in 2011-12
Unrestricted Cash	1132	110	1022	
Total Liabilities	-11094	-9908	-1186	Payments in advance \$735K (restorations & Cooks River contributions), Payables Goods & Services \$327K (expenses recognised in income statement, but paid in 2012/2013)
	<b>3633</b>	<b>629</b>	<b>3004</b>	

	2011-12	2010-11
<b>Total Capital</b>		
Non-Current Assets	258343	259526
External Reserves	15478	14378
	<b>273821</b>	<b>273904</b>
Percentage	1.3%	0.2%

### Net Interest Expense as a Percentage of Total Revenue

This indicator is positive with a new interest income due to nil borrowings and internally restricted and unrestricted cash and securities of \$14.7 million.

	2010/2011(\$)	Target	High	Low
Interest Expenses	-914,000			
Total Revenue	27,539,000			
Percentage	3.5%	-3.0%	0.0%	-5.0%

	<b>2011/2012 (\$)</b>	<b>Target</b>	<b>High</b>	<b>Low</b>
Unrestricted Interest Expenses	1,165,000			
Total Revenue	33,079,00			
Percentage	-3.5%	-3.0%	0.0%	-5.0%

### **Operating Surplus as a Percentage of Own Source Revenue**

A small operating surplus is an indicator that rate revenue is sufficient to finance current operations and that costs are being met by the current generation of ratepayers (both routine maintenance as well as annual depreciation costs). The indicator is also a measure of the reliance that Council places on external funding for operational and asset renewal programmes. The target 15 per cent has been set to ensure that all operational expenditure and asset renewals are funded from Council's own sources of revenue.

	<b>2010/2011 (\$)</b>	<b>Target</b>	<b>High</b>	<b>Low</b>
Operating Surplus	2,967,000			
Own-source Revenue	27,096,000			
Percentage	13.4%	15.0%	20.0%	10.0%

	<b>2011/2012(\$)</b>	<b>Target</b>	<b>High</b>	<b>Low</b>
Operating Surplus	6,037,000			
Own-source Revenue	27,894,000			
Percentage	21.6%			

### **Net Borrowing as a Percentage of Capital Expenditure on New or Enhanced Assets**

Council had no borrowings within the reported period and therefore the indicator is 0%.

### **Infrastructure Backlog (\$M) as a Percentage of Total Infrastructure Assets (estimated at Fair Value)**

This is a measure of Council's assets that have been assessed to have reached the end of their useful lives and require replacement as a percentage of total infrastructure assets. A target of zero percent has been set to ensure that Council provides safe and usable assets. An infrastructure back log of \$10,099,000 currently exists.

Please note that reductions in the value of non current assets is due changes to the method of valuing community land, which is determined by the Division of Local Government. The reduced book value of community land from 2009-10 to 2010-11 of community land does not impact on Council's financial position.

<b>2010/2011</b>		<b>Target</b>	<b>High</b>	<b>Low</b>
Backlog	6,253,000			
Own-source Revenue	564,499,000			
Percentage	1.1%	0.0%	0.2%	0.0%

<b>2011/2012</b>	<b>\$</b>	<b>Target</b>	<b>High</b>	<b>Low</b>
Backlog	10,099,000			
Infrastructure	258,343,000			
Percentage	4.0%	0.0%	0.2%	0.0%

## **MANAGEMENT PLAN STRATEGIES**

1. Develop and maintain long-term integrated financial and asset management systems
2. Develop and maintain an effective control environment
3. Manage Council's investments within statutory limits and Council's investments policy

## **OUTPUTS**

### **Long-term integrated financial and asset management plans**

Council has completed the initial scoping, agreed methodology and assumptions for its long-term financial and asset management plans. These plans were finalised through the development of Council's integrated planning and reporting framework by June 2012.

### **Financial Policies and Procedures**

Reviews of policies, procedures and systems in relation to the following activities were carried out in 2011/2012. A new Hardship Policy was adopted in 2012.

### **Investments**

Council's investments were managed in accordance with Council's investment policy and within statutory limits. Reports were made to Council on a monthly basis.

## **DESIRED OUTCOMES**

OG4: Our Customer Service is efficient and accurate	
OG4.1: Appropriate services are available electronically	OG4.2: Our customer services are accessible

## **SUSTAINABILITY INDICATORS**

Council's core business is to provide a range of services, including development assessment, infrastructure services, open space, protection of the environment and waste services. The recent Strathfield Community Survey indicated how well Council is meeting the customer service needs of the community across functional areas of Council.

Eight hundred residents were asked for their level of agreement in relation to a number of statements about Strathfield Council. An average rating from 2.0 to 2.4 indicates a relatively low level of agreement, 2.5 to 3.4 represents a mixed level of agreement, 3.4 to 3.9 indicates a relatively high level of agreement and 4.0 to 4.4 equates to a very high level of agreement.

## Overall satisfaction with Strathfield Council

Overall satisfaction with Strathfield Council was high with an average rating of 3.8. The scaled responses were as follows:

Very satisfied	34%
Quite satisfied	31%
Neutral	16%
Quite dissatisfied	7%
Very dissatisfied	8%

## Total number of residents surveyed satisfied with the efficiency and accessibility of Council customer service

Residents were asked their level of agreement with the following statements:

- That customer service is efficient received an average score 3.4/5
- That customer services are accessible received an average score of 3.6/5

## Residents surveyed satisfied with the efficiency of Council customer service

Strongly agree				Strongly disagree	Don't Know
5	4	3	2	1	–
110	257	222	81	48	81
14%	32%	28%	10%	6%	10%

## Residents surveyed satisfied with the accessibility of Council customer service

Strongly agree				Strongly disagree	Don't Know
5	4	3	2	1	–
143	284	202	66	38	66
18%	35%	25%	8%	5%	8%

## MANAGEMENT PLAN STRATEGIES

1. Maintain and ensure the efficiency and quality of customer service
2. Provide 24/7 access to customer service
3. Adopt a first call resolution approach to customer service enquiries
4. Respond to GIPAA formal access to information requests within statutory timeframes

## OUTPUTS

### Council Customer Service

Council continues to develop and drive customer service focused initiatives in order to improve the customer experience and increase Council's responsiveness to the needs of the community.

This is underpinned by the ongoing development of the Corporate Induction program which continues to guide the development of Council's knowledge and ensure all staff have a full understanding of the customer service standards, ethical conduct and the performance expectations required by Council and the community.

### **Electronic Services**

Information on Council services is made available to the community on Council's website. The introduction and promotion of the availability of credit card payment facilities has seen an increasing number of residents utilising online transaction services provided by Australia Post. In addition, Council has introduced additional payment facilities at the Customer Service Centre to minimise the waiting time of customers making pay-by-phone transactions or face-to-face enquiries at the counter

### **First Call resolution**

During 2011-2012, 89% of all calls to Council's Customer Service were answered within 20 seconds, which exceeded the target of 80%.

### **GIPAA Formal Access**

Council responded to formal GIPA Act requests within statutory timeframes. This is detailed in the section on statutory reporting.

### **DESIRED OUTCOMES**

OG5: Council's two-way communication with the community is open, frequent, friendly, inclusive and effective			
OG5.1: The community's views are heard	OG5.2: Appropriate avenues are available for all sectors of the community to participate in matters about Strathfield	OG5.3: Council's messages are clear, concise and easy to understand	OG5.4: Council is open and transparent

### **SUSTAINABILITY INDICATORS**

The following strategies outline Council's progress towards meeting our Desired Outcomes in the area of communication and community engagement with our community.

The recent Strathfield Community Survey surveyed 800 residents about their level of satisfaction with the communication performance of Strathfield along with community engagement and opportunities to be involved in decisions about their local community.

A community survey of the Strathfield Community took place in late 2012, as part of the Strathfield 2025 program.

## **MANAGEMENT PLAN STRATEGIES**

1. Communication with the community is targeted, accessible and clear
2. Use Council's website to effectively communicate, provide accurate information and transact business.
3. Seek regular community feedback on Council proposals through community area forums, community panel and community surveys.

## **OUTPUTS**

### **Council in the media**

The Council Column appears in the Thursday edition of the Inner West Courier. The aim of the column is to keep the community aware of Council news and events on a weekly basis. The column appears on page 10 every week, meaning it is a constant feature of the paper that readers can locate easily.

The column appeared in every edition of the Inner West Courier, except during the Christmas and New Year period. Complimenting the Council Column was a range of other advertisements that not only appeared in the Inner West Courier, but also publications in various languages and the Strathfield Scene.

### **Strathfield Scene/ourstrathfield.com.au**

The Strathfield Scene is a monthly newspaper not only covers Council news, but also general news from throughout the Strathfield Local Government Area. Strathfield Scene is published by Big Splash Media.

Strathfield Scene keeps the community up to date about Council related news throughout the year and is delivered to every household in the community. The newspaper contains regular features relating to Council activities such as Mayor's Message, What's On guide and Councillor contact information.

Strathfield Scene also has a presence online, with the [ourstrathfield.com.au](http://ourstrathfield.com.au) website launched alongside the newspaper.

### **Area Community Update**

Area Community Updates are an opportunity for residents and interested parties to direct questions to Councillors and senior staff and also hear up to date news on Council initiatives and projects. Questions collected on the night on feedback forms are treated as typical correspondence to Council. Updates are held throughout the year in different geographical areas to service residents across the Local Government Area. Venues are selected within each area to facilitate improved access to the updates.

<b>Area Community Update</b>	<b>Date</b>	<b>Approximate attendance</b>
Strathfield and Homebush	24/8/2011	60
Homebush (North) and Homebush West	23/11/2011	20
Strathfield South	2/5/2012	11

## **Community Panel**

Council has a Community Consultation Panel with community members from different suburbs of the Strathfield Local Government Area, representing all backgrounds and life stages, to obtain community views on Council's future directions.

The Community Consultation Panel is a representative sample of local residents of the Strathfield Local Government Area who provide the Council with feedback, opinions and ideas. The panel helps Council understand the views of the public on a range of topics through questionnaires and focus groups. There are currently 150 members on the Community Consultation Panel.

The main issues for which Council surveys the panel include:

Key strategies and policies of Council  
Council services  
Planning, environmental and community issues

## **DESIRED OUTCOMES**

OG6: Events promote a sense of community spirit and showcase the overall operations of Strathfield Council	
OG6.1: Community interaction is encouraged	OG6.2: The community connects with Council through community events

## **SUSTAINABILITY INDICATORS**

As part of the recent Strathfield Community Survey, residents were asked whether they had attended a Council-run event in the past 12 months. Results were recorded as follows:

	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Responses as to whether a resident had attended a Council-run event in the past 12 months	35%	62%	3%

## **MANAGEMENT PLAN STRATEGIES**

Develop an events and activities calendar that engages the community

Council organised and supported events are consistent with Council's vision, mission and objectives and provide promotional opportunities for its key services and activities

## DESIRED OUTCOMES

OG7: Council achieves sound safety and risk management for its employees and in the community		
OG7.1: Council staff and contractors are safe at work	OG7.2: Well maintained facilities and infrastructure contribute to a safe environment	OG7.3: There is a culture of safety at Strathfield Council

## SUSTAINABILITY INDICATORS

Council is responsible for the provision of a safe working environment to its staff and community. By understanding the type, frequency and severity of injury, Council is able to modify current practices to minimise risk to occupational health and safety.

Health and safety performance is also a key measure of an organisation's duty of care and is a legislative requirement of the *Work Health and Safety Act 2011*. Low injury and absentee rates are generally linked to positive trends in staff morale, productivity and reduced liability. This indicator will show whether health and safety management practices are resulting in fewer occupational health and safety incidents.

<b>Rates of injury, lost days and absenteeism</b>	<b>2010-11</b>	<b>2011-12</b>
Number incidents	26	50
Lost days due to injury	283	454
Average number of days absent from work per employee	8.87	9.08

Council records all work health and safety incidents in a register of injuries. There were 50 incidents recorded during 2011-12 which were considered to be injuries.

These incidents resulted in a total of 454 workdays lost. Council records absenteeism as the number days absent from work per employee during the reporting period. The average number of sick leave days taken per employee across the organisation was 9.08 days in 2011-12. However, permitted absences such as annual, study, maternity/ paternity and compassionate leave are excluded from this figure.

## MANAGEMENT PLAN STRATEGIES

Maintain an occupational health and safety management plan and systems for Council

Regularly update risk audits and review safe operating procedures

Continue to identify training needs and conduct safety training

## OUTPUTS

### WH&S Management Plan and Policy

Council's Work Health and Safety (WH&S) Systems Plan has been updated to reflect the new Work Health & Safety legislation which replaced the former *Occupational Health and Safety Act* on 1

January 2012 and WorkCover Guidelines. The review included input from the Health and Safety Committee and management. Council's policies are updated to reflect these changes and staff are consulted with regards to changes that will affect them.

### **Safe Work Practices**

Safe operating procedures are reviewed at least annually or when there has been a change to the way a task is carried out, either through process changes or the purchase of new equipment or plant. Affected staff are involved in reviewing these changes and are consulted, inducted and trained in the new procedure prior to undertaking the task. The review of safe operating procedures is ongoing and is monitored by the Health and Safety Committee.

### **Workplace Safety Audits**

Council undertakes an annual self audit in conjunction with its insurance provider. The audit is comprised of 36 elements and results are benchmarked against 140 NSW Local Government Authorities. For the 2010 audit, Council scored an average of 82 per cent, well above the State Cover average of 68 per cent and the Department of Local Government Group average of 74 per cent. Areas where Council has made significant improvement include management commitment and purchasing.

Council carries out scheduled site safety audits on all its premises and work sites. These audits are undertaken with a member of the Health and Safety Committee and reported back to the Committee for action.

### **Safety Training for Staff**

Council continues to ensure that all staff are appropriately trained and skilled in all facets of their work. Safety related training minimises risks to staff and the community and ensures that work is carried out in the safest possible way. Safety related training carried out in the last twelve months includes:

- First Aid
- Traffic Control
- WH&S Induction
- Chemical Application
- Tree Equipment Operation
- Front End Loader Operation
- Backhoe and Bobcat Operation
- Risk Management
- Tool Box Talks

### **DESIRED OUTCOMES**

OG8: Strathfield Council is open, fair and accountable	
OG8.1: Staff and Councillors maintain ethical conduct	OG8.2: Council meets its governance legislative requirements

## SUSTAINABILITY INDICATORS

### Percentage of residents who believe there are appropriate avenues to participate in decision making

As part of the recent Strathfield Community Survey, residents were asked 2 key questions which relate to their perceptions on being able to participate in local decision making. Results were recorded as follows:

	Yes	No	Not sure
Do you feel you have a say on important issues within the Council area?	49%	39%	12%
Are you involved in decision making within the Council area?	17%	81%	2%

## MANAGEMENT PLAN STRATEGIES

Ensure all Council officials receive training on ethical standards and Code of Conduct

Ensure all complaints are dealt with in accordance with industry best practice

Council reports area presented within statutory timeframes

## OUTPUTS

### Code of Conduct

Ethical standards and Code of Conduct training is included in Council's Induction training as well as training for councillors.

### Council's Governance Framework

Council has reviewed its governance framework ensuring effective delivery and compliance of legislative responsibilities. Council's complaints handling process was implemented to ensure transparency in the management of feedback received.

Council established a new Enforcement Policy in July 2011, Public Disclosures and Internal Reporting System Policy in September 2011 to implement the amended *Public Disclosures Act*, Community Gardens Policy was adopted in December 2011, CCTV on Public Land Policy was adopted in February 2012, Volunteers and Community Representatives Policy in March 2012, Asset Management Policy was adopted in April 2012 and Abandoned Trolley Policy in May 2012. The Councillors Expenses and Facilities Policy was publicly exhibited and adopted in November 2011.

Council's Privacy Management Plan was substantially reviewed and adopted in April 2012.

### Accessing Council Information

All information held by Council is secured according to legislative requirement through our Records Management section and a range of internal systems.

Access to information requested over the period under the *Government Information (Public Access) Act*, as reported within the statutory requirements section of this document.

### **Statutory Reporting requirements**

Statutory Reporting requirements are set out at the end of this report.

## SUSTAINABLE ENVIRONMENT

The Principal Activity Area of Sustainable Environment groups programs that work towards sustaining the environment of Strathfield including:

- Natural Resources
- Environmental Compliance
- Pollution Control
- Greenhouse gases
- Parks and Street Trees
- Waste Management
- Water Conservation

### DESIRED OUTCOMES

SE1: Our natural and urban environments are clean and healthy and biodiversity is protected				
SE 1.1 The abundance and diversity of native flora and fauna in Strathfield is maintained or increasing	SE 1.2 The amount of pollution that enters the environment from Strathfield is decreasing	SE 1.3 The quality of water in our waterways is improving	SE 1.4 Industries and businesses are cleaner	SE 1.5 The community is provided with the highest level of environmental health and safety

### SUSTAINABILITY INDICATORS

The sustainability indicators presented in this section seek to monitor the state of our natural environment and the impact of Council operations and the wider community on these systems including biodiversity, air, land and water.

The selection of appropriate indicators has also enabled the integration of the State of the Environment Report within this annual report demonstrating its status as part of Council's core business.

#### Air – Number days per air quality index category (Regional Air Quality Index, Chullora).

Air Quality	No of Days 2010-11	No of Days 2011-12
Very Good	97	123
Good	236	200
Fair	21	34
Poor	10	5
Very poor	0	1
Hazardous	1	1
<b>Total Days</b>	<b>365</b>	<b>365</b>

Source: Regional Air Quality Index, NSW Office of Environment and Heritage

### **Air Quality of water reported against Regional Air Quality Index**

Council has a limited sphere of influence over air quality in the local area. However, as managers of the local area, Council is aware of local air quality and works with other sectors of government, industry and the community to improve air quality.

As indicated above, the number of days reported by the Regional Air Quality Index as being Very Good, Good or Fair in 2011-12 was 357 days or 97.8 per cent of the time. This means that air quality in the Strathfield area was relatively good for most of the year.

### **Water - Quality of water reported against NSW Water Quality Objectives**

Water Quality Objectives have been set for each catchment in NSW. The NSW Water Quality Objectives set out the community's values and desired uses for waterways (i.e. healthy aquatic life, water suitable for recreational activities like swimming and boating); and a range of water quality indicators to assess whether the current condition of the waterways supports those values and uses.

The relevant NSW Water Quality Objectives for Strathfield waterways are:

Protection of Aquatic Ecosystems  
Protection of Visual Amenity

Water quality in Strathfield does not currently meet standards required to support the protection of aquatic ecosystems or secondary contact recreation. While water quality generally meets the targets for visual amenity during dry weather, Strathfield's waterways carry high volumes of suspended solids (reducing water clarity) and debris (usually litter), following heavy rainfall.

### **Water quality reported against relevant NSW Water Quality Objectives**

<b>NSW Water Quality Objective</b>	<b>Result</b>	<b>Comment</b>
Objective: Maintaining or improving the ecological condition of waterbodies and their riparian zones over the long term	Water quality in Strathfield does not meet standards for the protection of aquatic ecosystems	<p>In 2011-12, the following sites were tested by Council:</p> <ul style="list-style-type: none"><li>• Canal in Rookwood Cemetery (near boundary of Strathfield LGA)</li><li>• Canal at Melville Reserve</li><li>• Entrance to Yarrowee Wetlands at Strathfield Golf Course</li><li>• Outlet of Yarrowee Wetlands at Golf Course as it enters Cooks River</li><li>• Canal south and north near Marlborough Road Homebush</li></ul> <p>Indicators: Nitrogen: All sites tested exceeded default target for physical and chemical stressors in South Eastern Sydney</p>

NSW Water Quality Objective	Result	Comment
		Phosphorus: All sites tested exceeded default target for physical and chemical stressors in South Eastern Sydney. Dissolved Oxygen (%): All testing conducted gave a result that was beneath the ANZECC Guideline lower limit.
Protection of Visual amenity Objective: Protecting the aesthetic qualities of waters	Water meets standard for visual amenity outside peak rainfall	Waterways do not meet standards required to support the protection of visual amenity objectives following rainfall when turbidity is high. Floating litter remains an issue.
Secondary contact recreation Objective: Maintaining or improving water quality for activities such as boating and wading, where there is a low probability of water being swallowed	Water does not meet standard for secondary contact recreation	Water quality does not meet the standards required to support secondary contact recreation across a range of indicators. Note: Waterways within Strathfield Local Government Area are not safe for recreation uses. The majority are concrete lined and subject to high velocity flows as well as having poor water quality. All waterways in Strathfield drain to either Sydney Harbour or Botany Bay where waterway recreation is valued by the community. Strathfield Council continues to implement initiatives to improve water quality and naturalise waterways that will benefit the waters in Strathfield as well as the downstream environments.

Further information on the NSW Water Quality Objectives is available at [www.environment.nsw.gov.au](http://www.environment.nsw.gov.au)

#### **Biodiversity - Remnant native vegetation cover, condition of significant vegetation, species richness**

This indicator measures the extent and health of native vegetation in Strathfield. As remnant native vegetation patches in Strathfield are small there is the danger of a slow but significant decline in the ecological health of the vegetation through genetic isolation, edge effects and altered fire regime. In Strathfield, there are four main areas of remnant vegetation covering 7.96Ha.

Strathfield Council owns and manages the Mason Park Wetlands and Coxs Creek Bushland Reserve. The Australia Post bushland and Davidson Street bushland are owned and managed by government corporations.

Location	Vegetation Classification	Area (Ha)	Condition	Total Native Flora species (2008)	Total Native Fauna species (2008)
Mason Park Wetlands	Costal saltmarsh	4.74	Fair	9	68
Cox Creek Bushland Reserve	Cooks River/Castlereagh Ironbark Forest	1.65	Fair	164	20
Australia Post bushland	Cooks River/Castlereagh Ironbark Forest	1.49	Poor to fair	Unknown	Unknown
Davison Street bushland	Cooks River/Castlereagh Ironbark Forest	0.08	Poor to fair	Unknown	unknown
		Total Area 7.96 Ha			

Source: Cox's Creek Bushland Reserve Plan of Management 2009, Mason Park Plan of Management 2008, Vertebrate Fauna Study of the Strathfield Local Government Area 2009.

#### **Biodiversity - Presence/Absence of species listed on Threatened Species Conservation Act schedules for Strathfield**

This indicator measures whether threatened species, populations and endangered ecological communities are present or locally extinct. Strathfield has small pockets of remnant vegetation throughout the Strathfield Local Government Area. All are listed as endangered ecological communities under the *Threatened Species Conservation Act* 1995 and a number of endangered species occur within this vegetation. Further investigation is required to determine the extent and survivorship of individual species/populations such as *Pomaderris prunifolia*.

<b><i>Threatened species and ecological communities recorded for Strathfield (NSW Threatened Species Register)</i></b>	<b>Common name</b>	<b>NSW Threatened Species Act classification</b>	<b>Still present in Strathfield Local Government Act</b>
<i>Litoria aurea</i>	Green and Golden Bell frog Endangered Yes	Endangered	Yes
<i>Charadrius leschenaultii</i>	Greater Sand-plover	Vulnerable	To be determined
<i>Pteropus poliocephalus</i>	Grey-headed Flying-fox	Endangered population	To be determined
<i>Wahlenbergia multicaulis</i>	Tadgell's Bluebell	Vulnerable	Yes
<i>Acacia pubescens</i>	Downy Wattle	Vulnerable	Yes as remnant plant and planted specimen
<i>Pomaderris prunifolia</i>	Fenzi or Plum-leaf Pomaderris	Vulnerable	Yes

<b>Threatened species and ecological communities recorded for Strathfield (NSW Threatened Species Register)</b>	<b>Common name</b>	<b>NSW Threatened Species Act classification</b>	<b>Still present in Strathfield Local Government Act</b>
<i>Wilsonia backhousei</i>	Narrow leafed Wilsonia	Vulnerable	Yes
Sydney Turpentine-Ironbark Forest	N/A	Endangered Ecological Community	Yes – individual trees only
Cooks River/ Castlereagh Ironbark Forest in the Sydney Basin Bioregion	N/A	Endangered Ecological Community	Yes
Coastal Saltmarsh in the Sydney Basin	N/A	Endangered Ecological Community	Yes

### **Total number of illegal dumps investigated or removed by Council**

Illegal dumping has a number of environmental, social and economic impacts and is frequently raised as an issue of concern by the Strathfield community. Dumping can be damaging to human health and can enter waterways via the stormwater system and cause significant one-off or cumulative harm to aquatic and terrestrial ecosystems. Illegal dumping over the five years preceding 2011-12 was relatively consistent. However, since 2010-11, the State Government has increased the Waste and Environmental Levy and also the cost of tipping. Increased costs are likely to have encouraged an increase in illegal dumping in Strathfield LGA. The table below shows a noticeable increase in illegal dumps from 142 in 2010-11 to 208 in 2011-12.

<b>Year</b>	<b>Number dumps</b>
2005-06	241
2006-07	235
2007-08	225
2008-09	245
2009-10	152
2010-11	142
2011-12	208

In the Strathfield Local Government Area, problem areas for illegal dumping have identified as being primarily in areas such as industrial and multi-unit dwelling precincts. A total of 208 tonnes of illegal dumping were recorded during the 2011-12 year representing an increase from 142 tonnes in 2010-11. Unwanted household items contributed to a large proportion of these incidents. Council's approach to illegal dumping consists of education, enforcement and prevention strategies. Council continues to participate in regional education campaigns such as 'Dumping It's Dumb' in an effort to reduce the incidence of illegal dumping in medium and high-density housing areas.

A contributing factor to dumping by residents, especially in multi-unit areas is the cost of tipping at waste transfer centres. Council does not manage waste transfer centres nor has any control over these costs. The current cost for residents to dispose of waste at a transfer station has now risen to a minimum of \$42 per car/trailer load or \$233 per tonne. In addition to this cost, if a resident has a mattress, there is an additional cost of \$50 per mattress.

These costs may be contributing to the dumping the materials on nature strips or parks. Statistics also show that the tonnage of clean ups including resource recovery waste has risen from 223.98 tonnes in

2009-10 to 1035.15 tonnes in 2011-12. To combat the increases, Council has introduced further education programs, including signage in hot spot areas, "Dumping. It's Dumb" stickers and Council officers thoroughly investigating each incident of illegal dumping to put the onus back on the offender.

Council may see further increases in 2012-13 due to further increases to the waste disposal costs. Council is developing, in conjunction with State Government, further education programs to combat the increases that are expected in the coming years.

### **Total number and volume of significant spills by Strathfield Council**

Spills of chemicals, oils, and fuels can have significant negative impacts on the surrounding environment, potentially affecting soil, water, air, biodiversity, and human health. A systematic approach to environmental management reduces risks (financial, remediation costs, loss of reputation) from non-compliance with regulations. There were no spills originating from Strathfield Council operations in 2011-12.

## **MANAGEMENT PLAN STRATEGIES**

Benchmark and monitor the condition of the terrestrial, aquatic and atmospheric environment

Design and renew Council streets, stormwater system, landscapes and civic spaces to protect the environment

Implement restoration strategies and plans for natural aquatic and terrestrial environments.

Implement environmental management, compliance and food and safety strategies for businesses and community.

Develop and implement environmental management and compliance programs for Council operations.

Investigate expanding the Strathfield Native Nursery

Encourage residents to plant indigenous vegetation.

Enforce and comply with Council's Companion Animal Policy and investigate complaints concerning companion animals.

Maintain and increase the flora/green space in Strathfield Municipality.

## **OUTPUTS**

### **State of Environment Report**

Council has integrated its State of the Environment reporting into the Annual Report. This report addresses the eight environmental sectors of land, air, water, biodiversity, waste, noise and heritage. This report also addresses major environmental impacts and related activities, including management plans relating to the environment, Council projects relating to the environment, and environmental impacts of Council activities.

The SOE Report has been integrated with this annual report, with an index of the SOE requirements appended in the back of this document. Past reports are available at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au).

## **Water Monitoring Program**

Water quality monitoring of natural waterways conducted regularly and results compared to ANZECC guidelines and recorded on the system. Monitoring of Strathfield's natural waterways occurred in 2011-12.

## **Water Sensitive Urban Design DCP**

The Strathfield Council Water Sensitive Urban Design (WSUD) Development Control Plan (DCP) was adopted on 14 June 2011 to establish new objectives and controls to incorporate Water Sensitive Urban Design (WSUD) within development in the Strathfield Local Government Area. (WSUD) seeks to ensure that urban development and urban landscapes are designed, constructed and maintained in a manner that minimizes the impacts on the urban water cycle – drinking water, wastewater, stormwater and groundwater. The WSUD DCP has been applied to a number of new industrial warehouse buildings so as to minimize the impacts on the urban water cycle – drinking water, wastewater, stormwater and groundwater.

## **Catchment Groups**

Strathfield Council plays a strong role in protecting its local catchments. Council is a key member in catchment management groups such as the Cooks River Alliance (CRA), Parramatta River Catchment Group (PRCG) and Sydney Metropolitan Catchment Management Authority Water Quality Improvement Plan (WQIP).

## **Cooks River Alliance**

The Cooks River is located in the inner South West of Sydney. It runs through some of the most heavily urbanised and industrialised areas in Australia. Strathfield LGA is located in the Upper Cooks River Catchment, which has four main drainage lines. 53% of Strathfield Local Government Area is located in the Cooks River catchment.

Strathfield Council is a member of the Cooks River Alliance (CRA). The Alliance commenced in September 2011 following signing of a memorandum of understanding between eight councils located in the Cooks Catchment (Ashfield, Bankstown, Canterbury, City of Sydney, Hurstville, Marrickville, Rockdale and Strathfield). The Alliance is hosted at Strathfield Council. In its first year of operation, the Alliance is developing its new management and action plans, to be adopted in November 2012. Alliance focus areas of activity include sustainable urban water management, biodiversity, community action, capacity building, knowledge management and climate change resilience.

The Cooks River Eco Festival was hosted by Strathfield Council on 13 November 2011 at Freshwater Park Strathfield. The objective of the Cooks River Eco Festival was for a fun, environmentally focused and educational family day to discover the natural wonders of Strathfield, the Cooks River and the ways the community can help the local environment. The 2011 Cooks River Eco Festival was a sustainable, waste wise, carbon neutral green energy event carrying the GreenPower logo.

The Alliance co-hosted a number of events which directly involves community volunteers as part of the RiverHealth monitoring project, which included a community monitoring day at Freshwater Park Strathfield on 6 May 2012.

In 2012, Cooks River signage was installed at key locations alongside the Bay to Bay Walk and Cycleway in Strathfield and Strathfield South. The signage was developed from the Cooks River Interpretation Strategy and Signage Project which involved planning, design and implementation of new coordinated regional family of wayfinding and river identification signs for the entire Cooks River

path from Strathfield to Botany Bay. This project identified to upgrade the signage along the entire Cooks River cycleway, giving consistent maps and information about facilities, crossings, heritage and points of interest. The signs improve access and clearly identify landmarks (e.g. parks, facilities and points of interest) and assist path users to better navigate, explore and enjoy the Cooks River foreshores and beyond.

### **Parramatta River Catchment Group (PRCG)**

Strathfield Council is a member of the Parramatta River Catchment Group with 13 other councils and two state agencies Hawkesbury Nepean CMA (formerly Sydney Metropolitan CMA) and Sydney Water.

The Parramatta River catchment is one of the most highly urbanised catchments in Australia and has been subject to a long history of industrial, commercial and residential land uses. These have all impacted on the health of the catchment and many natural resource management issues now exist that continue beyond any single Local Government boundary. It was acknowledged that a collaborative approach between councils and relevant government agencies was critical in effectively managing these important natural resources and addressing the key impacts.

In the last five years, the PRCG has:

- Secured \$2.28 million in investment for projects in the catchment
- Improved the health of local waterways and the Parramatta River through the installation of 11 water sensitive urban design (WSUD) demonstration projects across the catchment including the Mason Park Stormwater Harvesting project at Homebush. These are estimated to save more than 26 million litres of drinking water and remove approximately 10 tonnes of pollutants (soil particles, nitrogen and phosphorus) each year from catchment waterways.
- Development of a draft Coastal Zone Management Plan for the Parramatta River estuary, which includes Strathfield Local Government Area.
- Enhanced the protection and rehabilitation of biodiversity corridors through the propagation of over 7,000 locally native plants used to revegetate 10 key catchment sites.
- Developed a set of biodiversity considerations for inclusion in Council's Local Environmental Plan's as a way to support and encourage consistency in protecting biodiversity across the catchment.
- Delivered targeted training to council staff including WSUD leadership, WSUD technical training, biodiversity awareness, Sydney Metropolitan CMA spatial information, sustainability leadership and wetland management.
- Implemented a series of community engagement initiatives targeting participants not currently involved in environmental programs including the Growers for Greenspace project (78% participants new to environmental volunteering) & the Urban Nature photography competition
- Delivery of community awareness campaigns including: a targeted water reuse and recycling campaign involving media articles, roadside banners, bus shelter advertising and bus tours; Parramatta River boat tours, and; assisting in the production and promotion of the Parramatta River walking maps and brochures.
- Successfully lobbied for specific sections of the Parramatta River foreshore to be opened to the public for the first time in over 100 years. Also lobbied to ensure that other foreshore areas continued to remain open to the public.
- Assisted in securing funding for the last significant section of walking track along the Parramatta River foreshore area to be completed.
- Development of tools and resources including: a WSUD manual; WSUD policy review; street sweeping review, findings of a stormwater management and WSUD maintenance study, and; establishment of a central depository for catchment information through the PRCG website.

## **Sydney Metropolitan Catchment Water Quality Plan**

Strathfield Council is a partner with other Councils, State agencies and the Sydney Metropolitan Catchment Management Authority (SMCMA) to develop a Sydney Harbour Catchment Water Quality Improvement Plan (WQIP). Forty seven percent (47%) of the Strathfield Local Government area sits within the Sydney Harbour Catchment.

The Sydney Metropolitan Catchment Management Authority (SMCMA) is addressing the ongoing health of the Sydney Harbour and its catchment through the development of a Water Quality Improvement Plan (WQIP). There is currently no coordinated, catchment-wide Plan with sufficient technical detail to guide the improvement of water quality from catchments draining to Sydney Harbour.

The objectives of the Sydney Harbour WQIP are to:

- Protect and improve the water quality of Sydney Harbour, tributaries and its sub-catchments; and
- Engage land managers and other stakeholders in the project design and process to allow a coordinated and transparent approach to actions needed to protect and improve the environmental values of Sydney Harbour and tributaries.

The development of the Plan will involve several steps over the next 4 years and will require partnership support from the local councils and government agencies which manage land draining into Sydney Harbour. This project will link with existing and future Estuary Management Plans within the Sydney Harbour Catchment. The proposed Sydney Harbour Catchment WQIP encompasses the whole catchment as well as the Harbour and will provide a coordinated management framework for the 28 local councils, 11 state government agencies and 2 Commonwealth government agencies who have a stake in improving the future health of Sydney Harbour and its catchments.

## **Ecological Restoration**

Ecological restoration works are focused on three significant Council owned sites. These are

Coxs Creek Bushland Reserve, Greenacre  
Mason Park Wetlands, Homebush  
Cooks River Corridor, Freshwater Park, Strathfield

Qualified bush regenerators carried out 890 hours of bushland regeneration and ecological restoration works within these sites during the 2011-12 year. Council's Natural Resources Team contributed an additional 200 hours toward natural area restoration works within these sites and Strathfield's green corridors network.

Council's volunteer Bushcare program brings together Council and the community to work towards enhancing natural areas and parks. In 2011-12, over 480 community members collectively volunteered 1025 hours toward environmental works across the Municipality. These volunteer hours add up to the equivalent of just over \$25,500 worth of on-ground work towards the management of natural areas. Activities included bush regeneration, planting and enhancement of wildlife habitat.

## **Bush Fire Hazard Reduction**

Strathfield Council has two bushland reserves, Coxs Creek Reserve and Mason Park. Council has implemented bush regeneration programs to improve habitat. Bush regeneration reduces the risk of fire by minimising the occurrence of fire prone weeds, planting fire resistant native plants and

generally reduces conditions favourable to fire. Grassed fire breaks at both reserves are maintained on a regular basis by mowing.

### **Food Safety and other Inspections**

Council conducts inspections of food services, skin penetration, regulated systems, and boarding houses in Strathfield LGA. The following inspections were conducted:

#### **Skin Penetration**

There were 33 premises on Council's public health register which conduct a combination of hairdressing, beauty therapy, acupuncture, ear piercing, cosmetic tattoo, manicure/ pedicure and waxing. 32 routine inspections were carried out and all premises were found to be compliant at the time of inspection, with only minor comments required on the inspection reports.

#### **Food Safety**

In the Strathfield LGA, there were 177 food related businesses operating in 2011-2012. Of these, 149 were assessed as high risk and 29 medium risk. Council inspected high risk food businesses twice annually and medium risk businesses once during 2011-2012.

307 initial first and second round inspections were conducted. The following were issued: 83 penalty notices, 5 improvement notices, 6 prohibition orders and 4 warning letters. Only 40 of the 307 initial first and second round inspections were found to be satisfactory, requiring no further follow- up action. A total of 15 complaints in relation to food premises were received and investigated.

There was an increase in the number of penalty notices during 2011-12, as a result of wide-spread non- compliances with the food standards. Several warnings had been issued in previous periods, however further action was required to be taken, to ensure that premises were brought into compliance. The overall effectiveness of this strategy has been reflected in a significant reduction in the number of penalty notices issued and follow- up inspections required.

Only 55 businesses out of 146 businesses requiring a food safety supervisor, had appointed a food safety supervisor.

#### **Water Cooling Towers**

Council inspected 18 cooling tower premises in 2011-2012. Some of the 18 cooling tower premises contain more than 1 tower. 1 public health act notice was issued and 1 warning letter issued. 2 premises had levels of legionella in the tower, which were deemed to be non-compliant. These premises cleaned and disinfected their towers to bring the premises into compliance.

#### **Boarding Houses**

There are 3 premises registered for shared accommodation; one bed and breakfast establishment and two boarding houses. One of the boarding houses was not inspected as it was closed for a portion of the year. Both the bed and breakfast establishment and boarding house were generally compliant at the time of inspection.

Council has also investigated and resolved several complaints relating to illegal boarding houses.

## Brothels

There are two registered brothels in Strathfield LGA. One was issued with an infringement notice for breaching its conditions of consent and served with an Order under the *Environmental Planning and Assessment Act* to comply with conditions of consent. The other premise was issued with a warning letter, advising that certain conditions of consent were not being complied with.

## Abandoned Trolley Policy

In response to increased numbers of shopping trolleys abandoned or dumped in public streets, nature strips or waterways in Strathfield LGA, which can create safety hazards, Council adopted the Abandoned Trolley Policy aimed at reducing the prevalence of dumping and working more constructively with shopkeepers.

## Strathfield Native Nursery

Council's Nursery has been raising local native plant species at the Weeroona Road Works Depot since 1996. Since this time over 150,000 plants, comprising over 160 species, from the Cooks River Castlereagh Ironbark Forest, Cumberland Woodland, Turpentine - Ironbark Forest and Saltmarsh vegetation communities have been propagated. Species propagated range from minute groundcovers, such as *Laxmannia gracilis* (Slender Wire-Lily), to large trees such as *Eucalyptus longifolia* (Woolybutt).

The nursery has contributed extensively to local revegetation projects in both the Cooks River and Parramatta River catchments of Strathfield and adjoining Council areas. Projects within Strathfield include:

Cooks River Restoration Project

Yarrowee Wetland at Freshwater Park

Men Of The Trees plantings along the Cooks River and Cocks Creek Canal

Re-vegetation works along Powells Creek Corridor and Mason Park Wetlands.

The Strathfield Council native nursery supports parkland and bushcare activities by providing locally indigenous plants.

In 2011-12, a total of 18,000 plants were produced by Council's nursery.

## DESIRED OUTCOMES

SE 2: Open space and recreation opportunities meet the needs of the local community			
SE 2.1: Attractive parks, gardens and street trees continue to be a feature of Strathfield	SE 2.2: Residents and other people visit parks regularly	SE 2.3 The community values its parks and streetscapes	SE 2.4 Parks are managed in line with best practice

## SUSTAINABILITY INDICATORS

The Strathfield Local Government Area has over 60 parks ranging from regional sporting grounds to small neighbourhood parks, complementing the streetscape and residential amenity of Strathfield. Having access to quality open spaces helps improve the health of the community by providing space for socialising and passive and active recreation. The following indicators aim to monitor the sustainability of Strathfield's open space and streetscape network.

### Satisfaction with Accessibility and Appearance of Public Spaces in Strathfield

Council has developed a series of sustainability indicators which are intended to measure track progress towards achieving desired outcomes over the longer term. A recent community survey measured community attitudes towards parks and local amenities.

Area	Average satisfaction score (out of five) with accessibility and appearance of public spaces
Parks	4.1
Streets	3.5
Shopping precincts	3.4
Town Centres	3.4

Community survey results indicate that residents express moderate to very high levels of satisfaction for some local amenities. The accessibility and appearance of parks recorded a very high level of satisfaction amongst respondents.

### Total Street Trees

A key feature of Strathfield is the area's extensive tree cover with street tree plantings making up a significant component of the urban forest.

There are currently around 11,400 street trees in the Strathfield Local Government Area, according to Council's Street Tree Register.

## MANAGEMENT PLAN STRATEGIES

Determine opportunities to increase the utilisation of public open space

Provide and promote opportunities for non-structured recreation such as walking and cycling

Benchmark and monitor the condition of the urban forest condition

Develop and implement improvement, restoration and maintenance strategies for parklands

Develop management plans/master plans for community land

Enhance the open space network by identifying and pursuing opportunities to link open space

## **OUTPUTS**

### **Hudson Park Golf Course Sustainability Project**

The Hudson Park Golf Course Sustainability Project ran from July 2011 to June 2012 and is highly innovative and original in its concept and implementation. The project was developed in response to a 2011 audit of Council's facilities that revealed that the irrigation of Hudson Park Golf Course constituted almost half of Council's total annual water consumption. Hudson Park is a 17 hectare, 18 hole public course and is reliant on mains water for irrigation with no feasible alternative sources available. For the past five years, irrigation volumes were above the Sydney Water benchmark for water efficiency. Council worked with stakeholders to identify a range of water efficiency projects for Hudson Park, at the centre of which was the installation of a new drought tolerant turf on the course's 20 greens. Strathfield Council is the first to install this turf on golfing greens in Australia and the project will act as an important case study for other facilities.

### **Develop Playground Designs for Strathfield Park**

A Masterplan was developed for Strathfield Park playground in 2011-12 for future improvement works.

### **Implementation of Powells Creek Masterplan and Cycleway**

As part of the Powell's Creek Network Master Plan, the Allen Street Reserve works have been completed and opened to the public including cycleway. Other stages are awaiting finalisation of land from the former Arnott's site at Homebush. Substantial planting has been undertaken including signage.

### **Opportunities to increase utilisation of public open space**

To increase opportunities to improved utilisation of open space, Council has undertaken embellishment works at sportsgrounds with the aim of increasing carrying capacity. Cooks River Interpretation Signage has been installed alongside the Bay to Bay walk and cycleway. Cooke Park and Bark Huts reconfiguration plans has been completed to provide additional lighting, increased opportunity for people to participate in formal and informal recreation and sports. Works are ongoing.

### **Cloudmaster system**

Cloudmaster system, which allows Council to remotely operate lights and irrigation from a central base, has been installed in major sportsgrounds in Strathfield LGA. This system will improve efficiencies and savings in terms of utilities in terms of water and energy.

### **Tree Preservation**

During 2011-12, a total of 241 Tree Preservation Orders were processed. Council investigated and followed up sixteen breaches of the Tree Preservation Order. 44 Development Application referrals involving trees were processed.

### **Tree and shrub plantings**

28,000 units were propagated for plantings throughout natural areas and open space corridors in Strathfield.

## Upgrades of major and local parks

A priority for Council is to increase capacity of local parks and sportsgrounds for activities, develop new community and recreational facilities and the revitalisation and beautification of the Powell's Creek corridor precinct in accordance with the Masterplan. The following projects were commenced in 2011-2012:

new sportsground lighting of Airey Park  
 Begnell Field irrigation and construction of new amenities facility  
 new sportsground lighting at Bark Huts Reserve  
 reconfiguration of sportsgrounds at Cooke Park  
 renovations to sportsgrounds at Strathfield Park  
 establishment of a community garden project at Laker Reserve  
 implementation of a flood swale to reduce flooding and overland flow at Hudson Park Golf Course.

## DESIRED OUTCOMES

SE3: Council, businesses and the community reduce consumption of non renewable resources		
SE 3.1: Reduce greenhouse gas emissions	SE 3.2: Reduce waste to landfill	SE 3.3: Use less water and non renewable energy

## SUSTAINABILITY INDICATORS

Total tonnes and average tonnes per person/year of domestic waste to landfill (Strathfield community)

### Total annual tonnes of material diverted from landfill (community)

Stream	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Garbage	7 907	7 468	7 474	7 443	7070	7682
Clean Up	350	344	401	224	460	753
Recycling	2 841	3 090	2 931	2 642	2960	3054
Greenwaste	150	1 315	2 031	2 202	2176	2859
% Recycled	27	36	39	39	42	47

A total of 6949 tonnes of material collected from residential premises and Strathfield Council facilities in 2011-12 were diverted from landfill for alternative disposal such as recycling or composting. This does not include materials collected via regional resource recovery programs such as Fridge Buyback, Mobile Muster, Clean Out (domestic chemical/hazardous waste) and E-waste. In relation to the NSW Waste Avoidance and Resource Recovery Strategy 2007 recycling target of 66 per cent of waste diverted for the Local Government Area by 2014, Council has moved from an estimated rate of 20 per cent in 2002/03 to 47 per cent recycled materials in 2011-12.

*Source: Strathfield Council Resource Recovery Service Records*

### Council Corporate Greenhouse by Emissions Sources (Tonnes)

Source	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Energy	1 076	1 034	991	992	960	1067
Street Lighting	1 849	1 878	1 873	1 873*	1873	2106
Fleet	630	557	560	515	506	574
<b>Total Emission</b>	<b>3 555</b>	<b>3 469</b>	<b>3 423</b>	<b>3 380*</b>	<b>3339</b>	<b>3761</b>
<b>GHG Offset</b>	<b>0</b>	<b>-158</b>	<b>-507</b>	<b>-517</b>	<b>-508</b>	<b>-394</b>
<b>Net GHG Emissions</b>	<b>3 555</b>	<b>3 311</b>	<b>2 916</b>	<b>2 844</b>	<b>2831</b>	<b>3367</b>

Source: Planet Footprint Organisation Footprint – Greenhouse and Greenfleet

\* Data has been updated since previous annual report

### Strathfield Council Corporate Water Consumption (kL)

Year	Volume (kL)
2005-06	58 362
2006-07	62 418
2007-08*	30 691
2008-09	43 316
2009-10	51 215
2010-11	49,629
2011-12	38,404

\*Please note: Due to faulty equipment, the year 2007-08 data has been underestimated.

Source: Planet Footprint and Sydney Water

### MANAGEMENT PLAN STRATEGIES

Monitor resource usage and waste generation by Council and the community.

Implement sustainability programs and plans that assist Council to reduce resource consumption, waste and other impacts on the environment, including the Greenhouse Action Plan and Water Savings Action Plan

Implement sustainability programs to assist the community to reduce non renewable resource consumption and waste

Develop partnerships and education programs with businesses and the local community on the advantages of sustainability including the economic savings to Energy, Water and Waste Reduction.

## **OUTPUTS**

### **Energy Management Plan**

Council adopted the Greenhouse Action Plan in 2007. Energy efficiency projects and actions taken under this plan have saved \$17,000 in energy costs and decrease in total electricity usage in Council facilities. An energy audit of Council's top ten high use facilities was undertaken in 2011, utilising service level data and energy bills. From collection of this data, a new Energy Management Plan was developed and endorsed in 2012, which sets out additional projects to reduce energy use in Council facilities.

### **Water Efficiency Plan**

A new Water Efficiency Plan was developed in 2012 to replace Council's Water Action Plan 2007. Council has undertaken a number of projects to reduce its water usage, particularly irrigation of playing surfaces and landscaped areas in public open space, which represent the highest water uses of all Council facilities. As a result, Council's water use has decreased. A new Water Efficiency Plan was developed and endorsed in 2012, which includes audits undertaken at Council's top ten water consuming facilities. The new plan sets out projects and actions to further reduce Council's water use and dependency on potable water sources.

### **Greenfleet Program**

Reducing greenhouse gas emissions from Council vehicles is a continual aim. Council has endeavored to reduce emissions by introducing lower CO<sub>2</sub> producing fuels such as B20 biodiesel and through the purchase of more efficient vehicles. Council has also offset the greenhouse emissions from its entire vehicle fleet through the Greenfleet program. Since 2008, this involved the planting of 7,786 native trees contributing to the creation of a forest ecosystem that will sequester 2,086 CO<sub>2</sub>-e tonnes from the atmosphere as they grow. In the 2011-12 year, Council offset 394.883 tonnes of CO<sub>2</sub> emissions for Council's motor vehicle fleet, which equated to planting of 1474 trees. The planting of trees is certified by Greenfleet.

### **Resource Recovery Service**

The total volume of domestic waste collected within the Strathfield Local Government Area has been reduced since 2004-05 even with significant increases in population density. However, it is important to note that the methods for disposal have changed with the expansion of Council's Resource Recovery Service to include a wider variety of recyclable materials. In addition to the individual mixed recycling (paper, glass and plastic) and Greenwaste bins, Council's Resource Recovery Service now recycles metal, E-waste and mattresses through our kerbside cleanups.

Council also introduced the collection of 660L bins for multi-unit housing and large non-residential properties. The new 660L bin service is designed to introduce less bins for multi-unit housing and to streamline collection services.

### **Biodiesel**

Council is using a 20 per cent biodiesel blend in around half of its diesel fleet vehicles (trucks, utes, etc.) in an effort to reduce GHG emissions and other airborne pollutants, such as particulate matter and nitrous oxides, emitted from the vehicles exhaust. Council takes considerable care to ensure that any biodiesel purchased is from a sustainable source.

Biodiesel is an alternative fuel sourced from waste materials such as used cooking oil and tallow. B20 biodiesel is a blended fuel which comprises a mixture of 20 per cent biodiesel and 80 per cent regular petroleum diesel.

It is estimated that the B20 biodiesel reduces Council's greenhouse gas emissions by 30 tonnes (CO<sub>2</sub>-e) annually.

### **Kerbside Clean-up Service**

Council introduced the Resource Recovery (on call clean up) Service to residents in 2010 offering residents a more efficient appointment based pick up service providing three pick ups a year (as opposed to two). This has allowed Council to introduce recycling of metal, E-waste and mattresses. The service introduction has reduced the number of illegal dumps by 42 per cent since it was introduced in March 2010.

Strathfield Council is the only council that has a E-waste recycling service. Council collected an average five tonnes a week and recycled 200 kilos a week. There was a total of 1888.12 tonnes of metal recycled in 2011-12, an increase from 160.89 tonnes in 2010-11. The mattress recycling service collected 1790 mattresses this year diverting 1342 cubic meters from landfill. This was an increase from 2010-11 of 1340 mattresses this year diverting 1005 cubic meters from landfill.

### **Fridge Buyback Scheme**

Council actively supports the regional Fridge Buyback initiative with a total of 67 secondhand working fridges collected during 2011-12. Since the introduction of the project a total of 329 fridges have been collected from the Strathfield area, these collections represent a total greenhouse gas abatement of 2151kg CO<sub>2</sub>-e and \$69,430 worth of financial savings to residents.

Furthermore, at the end of June 2012, Council was ranked ninth out of 45 councils based on collections from all three phases of the project and as a percentage of existing residential homes.

## COMMUNITY BUILDING

The Community Building Principal Activity Area groups programs and activities that are focused on supporting the Strathfield Community, including:

### Community Services

- Aged Care Respite
- Children and Family Services
- Civic Activities and Events
- Community Grants
- Multi-Cultural Activities
- Youth Activities
- Disability
- Seniors

### Library and Information Services

- Libraries
- Home Library Service

### DESIRED OUTCOMES

CB1: Strathfield is a safe community with pride of place		
CB1.1: The incidence of crime in the community is decreasing	CB1.2: People feel safe in Strathfield	CB1.3: The amount of vandalism of private and public spaces in Strathfield is decreasing

### SUSTAINABILITY INDICATORS

Crime and safety priorities in the Strathfield area are demonstrated in the table below and include robbery, stealing from person, motor vehicle theft and stealing from motor vehicles.

Strathfield appears in the Bureau of Crime Statistics and Research Top 50 Local Government Areas for Selected Offences for the crimes below. The rankings are based on the rate of the crime per 100,000 of population. Rate calculations should be treated cautiously for Local Government Areas that have high visitor numbers relative to their resident population. This is because rate calculations are based on the estimated residential population and no adjustment has been made for the number of people visiting each year. This may have some impact on Strathfield's figures as it is one of Sydney's main transport hubs.

### Local Government Area crime ranking across offence types

Below shows the crimes where the Strathfield Local Government Area ranks within the top 50 Local Government Areas for a selected offence. The areas are ranked from highest crime (rank one) to lowest (rank 50).

Offence	2006	2007	2008	2009	2010	2011
Robbery	2	3	2	1	2	2
Steal from Person	8	4	3	4	5	7
Break and Enter	11	8	16	28	22	53
Motor Vehicle Theft	16	2	7	12	10	23
Steal from Motor Vehicle	11	3	6	25	21	14

Source: NSW Bureau of Crime Statistics and Research, Local Government Area Ranking Tool (2007-2011)

## MANAGEMENT PLAN STRATEGIES

1. Benchmark and monitor community crime and safety status and identify issues, areas or vulnerable communities
2. Implement the Community Safety and Crime Prevention Plan
3. Maintain co-operative partnerships and regular communications with police authorities

## OUTPUTS

### Community Safety and Crime Prevention

Council's Social Plan (2008-2013) and Crime Prevention Strategy (2011-2014) provides the framework to facilitate programs and activities to promote safety for the local community by working in partnership with law enforcement agencies and community organisations. Programs included preventative measures against robbery, street robbery, assault, domestic violence, steal from motor vehicles and break and enter.

Council acts as a liaison agency to gather and pass on information to the appropriate authority in terms of crime prevention.

Council has incorporated crime prevention principles in provision of local facilities such as improved lighting and visibility.

### Home Safety

Council continued its support of the Smoke Alarm program in partnership with Burwood Fire Station. This program provides smoke detectors for installation by Fire Services by the Fire Brigade and is available to all local seniors.

The Break and Enter Prevention Program was run throughout 2011-12. Home Security Kits haven widely distributed and and the Lock program was also run.

### Personal Safety

Council ran self defence workshops for local residents, which were heavily subscribed and were well supported by the local community.

## DESIRED OUTCOMES

CB2: Strathfield is a leading Council in the provision of Library Services		
CB2.1: There are opportunities for the community to continue learning beyond school	CB2.2: There is equitable access to Library services	CB2.3: Council provides a range of materials for all sectors of the community

## SUSTAINABILITY INDICATORS

### Number of active library members as a percentage of population

43% of residents in the Strathfield Local Government Area are members of the Strathfield Library.

Measure	2009-10	2010-11	2011-12
Number of library members	30 522	26 139	23 604
Number of non-resident members	8 612	7 409	7 484
Estimated population	36 489	36 911	37 141

*\* Membership numbers are lower than previous years due to a major cleanup of our system where members who have not been active for more than two years were deleted.*

## MANAGEMENT PLAN STRATEGIES

Provide high quality information services and resources in various formats to satisfy the community's information, recreation and educational needs.

Provide and promote access to lifelong learning opportunities and programs which increase the skills of the community

Provide online library facilities and services that encourage and support access to library resources.

Provide a range of programs to support identified diverse target groups

Maintain resources relating to local study of the Strathfield Municipality

Access community needs and usage of library services

## OUTPUTS

### Library operations

The Strathfield Library service has a total 23 604 registered members, of which 16 120 reside within the local area. Over the 2011/2012 period, 266 181 visits were logged to the main library, with a total of 235 930 loans made.

The Symphony Library Management system manages the collection, enabling library members to review and renew their loans online whenever they wish, access a much wider range of items through

the combined catalogue, reserve items at no charge held by any of the other SWIFT libraries (Ashfield, Burwood, City of Botany Bay, Kogarah and Marrickville).

The Baby Bounce sessions are held twice on a Tuesday at the Main Library and Preschool Story time is held at the Main Library on Wednesday and at the High Street Community Library on Thursdays.

Justice of the Peace Services were provided on a Wednesday, with an additional evening session once a month.

### **Strathfield Library and High Street Community Library**

Strathfield Council provides a 7 day a week library service and operates two libraries: Strathfield Library, 65-67 Rochester Street and High Street Community Library, High Street Strathfield.

Strathfield Library is Council's largest library and is open seven days per week. The library provides large and diverse print and digital collections with access to online databases, meeting and study rooms, photocopiers, computers and wireless connectivity during opening hours.

The High Street Community Library is a smaller branch and is open seven days per week with access to online databases, a dedicated study room, computers and wireless connectivity during opening hours. Multifunction rooms are also available for hire.

### **Improving Access – Online Library System**

Strathfield Council provides online services to give the members of the community equal access to lifelong learning opportunities through online educational programs, databases, eBooks and online documents, such as eGovernment sites, job seeking sites and subscription databases.

Online services were extensively used by the community this year, with an increase in remote access of databases such as YourTutor where 1019 tutorials were logged for student assistance.

Grant funding was received for a consortium of five Inner West libraries to extend the range of digital resources to include a greater range of eBooks and downloadable audio resources and Council is continuing to fund this project beyond this grant. eLibrary 24/7 was launched in 2010 to allow access to a shared digital media collection of over 200 titles.

### **Specialised resources and services**

People in the community who are frail aged or have a disability were supported by Council in the following ways:

Coordinating volunteers to deliver resources to housebound residents  
Community bus bringing residents to the library  
Programs delivered to schools and preschools as requested

Specialised resources were sourced and/or purchased for the aged and people with a disability. Resources purchased included:

Large print material for members of the community unable to read normal size print  
Audio books for the sight impaired, print disabled or those physically unable to hold a book  
Extra resources were borrowed through the inter library loans network and from other SWIFT libraries  
A newsletter was produced and delivered to housebound residents and staff continue to attend to attend training to improve their capacity to help people with a disability.

Providing services to people of Culturally and Linguistically Diverse Backgrounds. As an outcome of community feedback additional CALD resources were purchased and the Chinese, Korean and Tamil collections updated. A bilingual collection of children's books in Chinese/English, Korean/English and Tamil/English has been established.

### **Activities and events for families, children and youth**

All activities and events hosted at the library have an educational focus and include baby bounce, preschool story times, holiday activities, online tutoring, summer read-a-thon and the Premier's Reading Challenge Program.

Support is provided to local high school students undertaking the community services component of the Duke of Edinburgh Award Scheme and work experience programs for local students in year 10 are also facilitated.

### **Strathfield Local Studies Collection**

The objective of the local studies collection is to ensure that information about the Strathfield Local Government Area is collected, preserved and organised for access and availability and to complement the information available in Council's archives.

The Library liaises with local high schools for promotion of the collection to senior high school students, with a focus on resources for senior geography projects.

### **DESIRED OUTCOMES**

CB3: The Strathfield community is inclusive and harmonious	
CB3.1: Community values the diversity of cultures in Strathfield	CB3.2: New residents are welcome and supported

### **SUSTAINABILITY INDICATORS**

A key feature of the Strathfield community is our cultural diversity, with more than half of the resident population being born overseas. The recent Strathfield Community Survey included a number of questions to help determine levels of social capital within the Strathfield community including harmony and cohesiveness and support for cultural diversity.

The following social capital indicators are encouraging and demonstrate strong levels of support for diversity and inclusion:

#### **Percentage of survey respondents who identify feeling part of the community**

Residents were asked if they felt part of their local community, and if not, to specify why. Seventy per cent of surveyed residents indicated feeling a part of the local community. The main group of residents who indicated that they felt part of their local community were aged 40 to 54 (78%). Conversely, those who do not feel part of the community were aged 18 to 24 (38%) and those residing in single/shared households (36%).

### **Proportion of the community as a percentage of the population that have attended a Council or non-Council run community event**

Just over one third (35%) of residents indicated they have attended a Council event.

Among those who had not attended a Council event, one in five (20%) stated this was because they were too busy.

### **Percentage of adult population who feel that it is a good thing for a society to be made up of people from different cultures**

There is a high level of agreement in Strathfield that it is good that society is made up of people from different cultures with 79% supporting the statement.

### **Proportion of the population who consider their community a friendly place to live**

71% of residents surveyed consider that the Strathfield area is a friendly place to live.

## **MANAGEMENT PLAN STRATEGIES**

Support service organisations providing assistance to Culturally and Linguistically Diverse communities

Develop programs that build community networks and unity and which celebrate the diversity of Strathfield

Work with local community groups and organisations to hold a range of activities and programs to enhance community participation of CALD communities

Promote Australian citizenship in the local community

## **OUTPUTS**

### **Multicultural Activities**

Strathfield is a highly culturally and linguistically diverse local government area. According to the 2011 Census, the top five countries of birth are China 7.8 per cent, Korea 7.1 per cent, India 5.3 per cent, Sri Lanka 4.4 per cent, and Hong Kong 2.2 per cent.

Council's Social Plan identified the need for culturally specific services and activities that support, strengthen and develop cultural awareness and encourage harmony. In order to address these issues and meet the needs of culturally and linguistically diverse (CALD) groups, Council has taken vital steps to provide culturally specific services, events and activities.

During 2011-12 Council supported and organised a number of events and programs for CALD groups within the Strathfield Local Government Area. Key CALD events include Chinese New Year celebrations in Homebush West, Moon Festival celebrations in Homebush West, Harmony Day celebrations and Refugee Week.

Council's Social and Economic Development Plans identified the need to provide assistance for persons with poor English speaking skills and to promote employment opportunities. Council has run the SkillMax program in partnership with TAFE Petersham. SkillMax is a job search training course for skilled migrants not able to access Centrelink services. Council runs English conversation classes to

assist non-English speakers to develop their conversational skills and confidence, make new friends and learn about living in Australia. Council also works with TAFE Outreach to teach English as a second language.

In addition to these events, a number of CALD programs and activities were also run, including health and safety workshops for multicultural community groups run in partnership with the Strathfield's Library and Information Service provides access to significant collections of materials in languages other than English including books, magazines and DVDs. Strathfield Library also provides resources to assist literacy and offers newspapers in languages such as Chinese and Korean.

To ensure access and equity for CALD people to Council's services and to encourage participation, Council provides translation services and language assistance through Language Aides as well as utilising the national Translating and Interpreting Service (TIS). Council has also developed Community Language Guides in Arabic, Chinese (Simplified and Traditional), Korean and Tamil for Council's website and in print form for Council's Customer Service Centre. Community language translations of key Council policies such as Business Ethics are now available.

## DESIRED OUTCOMES

CB4: The Strathfield community is supported in every stage of life and enjoys good health		
CB4.1: The Strathfield community stays active all their lives	CB4.2: There is a sense of well-being	CB4.3: CALD, families, youth, people with disabilities and seniors are actively involved with and supported in the community

## SUSTAINABILITY INDICATORS

### Participation in sport, recreation and fitness activities

Participants in the recent Strathfield Community Survey were asked to indicate over the past twelve months, on average, how often they participated in sport, recreation and fitness activities.

Over one quarter (27%) of respondents indicated that they never partake in these activities. However, among those who do, their frequency of participation was as follows:

Level of Participation	Percentage of those surveyed
Daily	14
Several days a week	14
Once or twice a week	25
Once a fortnight	5
Once every three weeks	1
Once a month	7
Once every three months	3
Once every six months	1
Once a year	1
Less often	3
Never	27

## **Access to Recreation, Community, Cultural and Sporting Facilities**

The Strathfield Community Survey asked residents to rate their level of satisfaction regarding the quality of and access to a number of local amenities.

A relatively high level of satisfaction was recorded for access to recreation and community facilities, with 80% of respondents indicating that they were satisfied or very satisfied with the accessibility and appearance of parks and reserves.

Residents were also asked to indicate over the past twelve months, on average, how often they have visited parks in the Strathfield Council area. Over one quarter (27%) indicated that they have visited parks in the Strathfield Council area once or twice a week over the past twelve months.

The following levels of satisfaction were also recorded for facilities in the Strathfield area:

Sports facilities (39% satisfied)  
Community centres (27% satisfied)  
Library services (67% satisfied)  
Services for the aged (24% satisfied)

## **MANAGEMENT PLAN STRATEGIES**

Provide opportunities for both broad and targeted participation in healthy lifestyle activities

Provide opportunities to reduce isolation in the community through programs and services

Provide a range of information and programs on healthy lifestyle, for example education on drugs and alcohol, fitness classes for seniors

Support organisations providing health support services and work with other tiers of government on health regulated issues

## **OUTPUTS**

### **Annual Report**

Council's Social and Community Plan sets out strategies, initiatives and programs to support community needs and fair and equitable access to services, facilities and participation. In particular, strategies identify the needs of persons from culturally and linguistically diverse (CALD) groups, children and young people, and aged and disability.

Council's Community Services works in partnership with government agencies, non-government organisations (NGOs) and community organisations to provide a wide variety of services and resources. Council also supplies referral services for social, health, settlement to other government authorities and NGOs.

Council assists local non-profit organisations, who deliver services and activities to the community, by providing financial assistance such as community grants.

Council subsidises use of community facilities for non-profit associations that deliver services of community benefit such as long day children's care centres, a preschool, out of school hours centre and the Strathfield Early Childhood Centre.

## **Children, Youth and Family Services**

Council promotes and facilitates services and programs in partnership with family service providers to meet the needs of children, youth and families in Strathfield. This includes homework clubs, playgroups and family fun days.

Council runs programs and activities for children and young people during school holidays and runs annual Transition to School seminars in conjunction with child care services and local primary schools.

Council also networks with other councils and community providers and disseminates information on available children's services and programs in the local and inner west areas.

## **Aged and Disability**

Council supports older people, people with disability and carers living in the community.

Council provides centre-based day care three days per week for the frail and elderly at Strathfield Community Centre. This service is funded by the Home and Community Care program of the Commonwealth Department of Health and Aging and conducted by Council.

Council supports programs in the Inner West which support these groups, such as Seniors Week and Carers Week, and provides information and referral services.

Council has developed an extensive Seniors Activities program offering a range of activities to the over 50s which support positive ageing and wellbeing, including gentle exercise, line dancing, and information sessions. Council also organises Seniors and Carers week activities.

During 2011-12, Council commenced redevelopment of the former Strathfield South Bowling Club in Augusta Street Strathfield into a new Strathfield community facility to provide new and enhanced services, especially for aged and disability services.

## ECONOMIC DEVELOPMENT

Council's Principal Activity Area of Economic Development groups programs and activities aimed at strengthening the local economy, developing local employment opportunities and improving Strathfield's town centres.

### DESIRED OUTCOME

ED 1: People living in Strathfield are able to find a diverse range of local employment opportunities	
ED1.1: Strathfield has an innovative and integrated business environment	ED1.2: New businesses are attracted to Strathfield and existing businesses are viable and prosper

### SUSTAINABILITY INDICATORS

Council's Economic Development Indicators measure local economic development issues of importance to Strathfield that include local employment, business and job diversity and the attractiveness and accessibility of town centres. The indicators demonstrate a good diversity of employment opportunities in Strathfield. Opportunities to work locally or in nearby localities are also positive with a high proportion of residents working locally or in areas easily accessible from Strathfield.

Council's Asset Management Strategy establishes the framework for Council to manage and maintain its assets in accordance with triple bottom line principles. This includes seeking opportunities for external funding sources for major and capital works projects.

Below the Asset Management Strategy sits individual asset plans. These plans focus specifically on the type, life, value and replacement of the asset including maintenance programs which is underpinned by value for money services. Council has completed a Local Area Traffic Management (LATM) Plan for the majority of the Local Government Area. The development of the LATM Plan included a significant community consultation process. The plan has identified a range of measures to improve the safety and amenity of all road users. A program for the delivery of the LATM Plan has been developed.

### Employment Location of Strathfield Residents

A high proportion of Strathfield residents are able to find local or nearby employment. Access by rail to centres such as the Sydney CBD is also convenient.

	Number of people	Percentage
Within Strathfield	1 909	13.6%
Neighbouring Council	3 062	21.9%
Other Areas Unknown	7 661	54.4%
Unknown	1 420	10.1%

Source: Australian Bureau of Statistics (ABS), Journey to work, unpublished data, 2006. The ABS Census 2011 statistics for this category had not been released at time of writing report.

### Employment Location of Strathfield Residents within Strathfield Local Government Area

Local Government Area	2006 number	2006 percent (%)
Sydney	2 940	20.9
Strathfield	1 909	13.9
Burwood	799	5.7
Canada Bay	633	4.5
Auburn	627	4.5
Bankstown	590	4.2
Parramatta	560	4.0
Canterbury	413	2.9
Ryde	402	2.9
North Sydney	389	2.8
Other areas	4 791	34.1
<b>Total employed residents in Strathfield Council</b>	<b>14 053</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, *Journey to work*, unpublished data, 2006. The ABS Census 2011 statistics for this category had not been released at time of writing report.

### Percentage of the Local Government Area that are employment lands and hectares of employment land per capita

The amount of employment lands in Strathfield is relatively high, totaling 198.7 hectares of employment lands, of which 186.1 hectares is developed. Employment lands include the following key areas:

Strathfield Australia Post Sorting Centre  
Homebush West (Arthur Street, Richmond Road and Homebush Business Park)  
South Strathfield/Enfield  
Water Street Industrial Area

Source: Department of Planning, *Employment Lands Program (2011) Update report*.

### Local estimates of unemployment by gender

The employment status of residents in the Strathfield Local Government Area is very similar to the Sydney average and is representative of the region. The unemployment rate as at 30 June 2012 was 5.2%, involving 991 persons of total labour force population of 19,221. Source: Department of Education, Employment and Workplace Relations (<http://www.deewr.gov.au>)

The most recent statistics on unemployment by gender is the 2006 Census. Data from 2011 Census has an estimated release of November 2012.

Status	Male	Female
Unemployed	472	411
Employed	7 667	6
Not in labour force	3 542	5 471
Labor status not stated	1 213	1 080

Source: Australian Bureau of Statistics, *Census of Population and Housing 2006*

## **MANAGEMENT STRATEGIES**

Encourage investment in the local economy by improving the information for potential investors seeking to establish new operations or expand in Strathfield

Provide information, analysis and activities which support local economic development opportunities.

### **Economic Development Plan**

In August 2009, Council adopted the Strathfield Economic Development Plan, the first Sydney Inner West councils to produce a comprehensive local economic development plan. The purpose of the plan is to outline the major challenges facing the local economy and to provide a framework for economic development initiatives from 2009-2013.

The plan highlights key areas that include:

- Definition of local economic development Strathfield's economic profile
- Context of economic development within Council
- Regional context
- Projects and reporting

During 2011-12, Council engaged the business community in the development of Council's new Community Strategic Plan. A number of interviews and meetings were held with representatives of Council's business community. The new Community Strategic Plan 2025 includes strategic directions to support and encourage local business development.

### **Addressing barriers to Employment**

Conversational English classes were held on a regular basis during 2011-12. English for Employment and Skillmax Jobseekers programs were introduced in partnership with NSW TAFE.

### **Supporting new and existing business**

Council has organised a number of programs to support the growth and development of new and existing businesses. The Strathfield Business Development Initiative has a range of programs to assist small business growth. Under the Strathfield Business Development Initiative, Council held workshops over Small Business September with NSW Trade & Investment, two ATO Tax workshops, a Work Cover workshop with the NSW Workcover and the Business Enterprise Centre, Business mentoring Program (1 to 10 weeks), ongoing English Conversation classes as well as English for Employment, and the Skillsmax Jobseekers Course (5 week course).

### **Improving business networking and communication between Council**

Communication between Council and local businesses has been improved through several initiatives including the development of an economic development section on Council's website, the addition of Community Profile data that provides user-friendly information on the Strathfield economy and numerous workshops to assist local businesses such as Strathfield Business Development Initiative.

## **OUTPUTS**

During the reporting period the following projects were implemented from the Economic Development Plan:

- Small Business September with NSW Trade & Investment
- Two Australian Taxation Office (ATO) Workshops
- Workcover program with NSW Workcover and the Business Enterprise Centre
- Business Mentoring program (1 – 10 weeks in duration)
- Programs to improve employment prospects for cultural groups such as English for Employment
- Skillsmax Jobseekers Course
- Conversation English program
- Regular updates to information on the Council website
- Meeting with local community groups

### **Strathfield Business Development Initiative**

Under the Strathfield Business Development Initiative, a ten week business mentoring program was held in 2011-12.

### **Economic Land Use Study**

Council completed the Economic Land Use Study in preparation for the new Local Environmental Plan (LEP). The purpose of the study was to inform the new LEP and ensure that Strathfield's land use plans consider and support sustainable economic development.

### **Food Guide**

Council published and distributed its second food and dining guide to promote Strathfield's restaurants and food outlets. The Strathfield Food Guide was released on 30 October 2011.

### **Business information on the Council website**

Council has reviewed and increased the level of information available on the Strathfield Council website. The Strathfield Business Survey Report is now published on the website.

## DESIRED OUTCOME

ED 2: Town centres are attractive to business and people
ED2.1: Town centres are safe, attractive and well maintained

## SUSTAINABILITY INDICATORS

### Community Satisfaction with the appearance and accessibility of public areas

A recent community survey indicates that residents express moderate to very high levels of satisfaction for some local amenities. The accessibility and appearance of parks recorded a very high level of satisfaction (80 per cent satisfied), a relatively high level of satisfaction was recorded for streets (55 per cent satisfied) and mixed levels of satisfaction were recorded for shopping precincts (52 per cent satisfied) and the Town Centre (46 per cent satisfied).

## MANAGEMENT STRATEGIES

Action the Strathfield Town Centre Master Plan Implementation Strategy

Liaise with State Government Authorities to improve safety of town centres, particularly near major transport networks.

Maintain safe and high quality town centre environments

Action complaints regarding cleanliness or vandalism of town centres within 48 hours

### Strathfield Town Centre Master Plan Implementation Strategy

Council has continued to progress the Town Centre Master Plan through a number of initiatives in 2012. This has included reviewing and preparing new planning controls for the Strathfield town centre as part of the new Draft Strathfield Local Environmental Plan. The draft Strathfield LEP containing the new town centre controls was exhibited to the public through an extended public consultation process in February and March 2012. Following public exhibition, the submissions were then considered and subsequent recommendations relating to the final draft controls made in anticipation of Council endorsement in July 2012.

In addition a significant amount of feasibility and design testing of the Master Plan and exploration of funding options has occurred over the year. This has included numerous meetings and liaison with transport authorities and relevant state departments.

### CCTV trial

Council adopted the CCTV on Public Land Policy in December 2011 and has operated a CCTV trial in various and mobile locations in Strathfield in high traffic areas. The pilot project will be evaluated upon its completion in 2012.

**Encouraging investment in local economy**

Information in the economic development section of Strathfield Council's website including the Community Profile data continues to be updated to inform prospective businesses and investors. Ongoing liaison with local businesses, potential new business operators and the local business chambers, through various workshops and other forums continues to assist Council in understanding business needs and barriers.

**Maintain safe and high quality town centre environments**

Council ensures that cleaning of town centres is regularly scheduled. This includes cleaning of seats, bins, planter boxes and fountains as well as removal of advertising posters.

## URBAN DESIGN AND BUILT ENVIRONMENT

This principal activity area is comprised of three distinct program areas that are central to the way that the Local Government Area is planned, looks, feels and functions to support the everyday needs of the community.

### DESIRED OUTCOME

UD 1: A good mix of older developments with heritage value and modern innovative well designed developments exists	
UD1.1: Strathfield remains well known for its heritage values	UD1.2: New developments add to the streetscape values of Strathfield

### SUSTAINABILITY INDICATORS

The Strathfield Local Government Area contains a number of recognisable architectural styles for each period of Strathfield's residential development commencing c.1870s. Statutory heritage listing protects items and places of heritage significance.

Quality development enhances the status of the Local Government Area as a desirable place for people to live, work or visit. Strathfield Council has developed policies such as financial assistance and heritage advisory services. Council constantly reviews planning controls to conserve items and provide support to owners of properties that offer heritage value to the local community. The quantity of heritage grants awarded provides an indication of the restoration of heritage properties in Strathfield.

#### Quantity of heritage grants awarded by Heritage Incentive Program

Grant totals	2010-11	2011-12
Total heritage grant applications	14	20
Total grants awarded	10	13
Total value of grants	\$10,550	\$19,900

### MANAGEMENT PLAN STRATEGIES

Benchmark and monitor the built heritage of Strathfield

Provide programs and incentives for heritage conservation and promotion in Strathfield

Develop and implement planning controls that produce well designed and attractive development

#### Heritage Advisory Consultations

Strathfield Council provides a free heritage advisory service to owners of heritage properties in the Strathfield Local Government Area. The objectives of the program are to ensure that the quality of advice given to owners of heritage properties is of a standard that would ensure their properties maintain their heritage significance.

Thirteen free heritage advisory consultations were held over the year. Advice included front fencing, roof repairs, damp proofing/drainage, timber restoration, painting, repair of brickwork, potential building alterations and additions and landscaping. The consultations included heritage and draft listed buildings and houses and churches in heritage listed and draft conservation areas.

### **Heritage Grants**

The Strathfield Council Heritage Assistance Fund is a grant scheme available to assist with the funding of heritage conservation and restoration works for properties listed as a Heritage Item or within a Heritage Conservation Area under the Strathfield Council Planning Scheme. The aim of the program is to financially assist owners of heritage listed properties to conserve heritage in Strathfield.

Thirteen heritage grants were approved on 8 November 2011 at a total value of \$19,000. The grants were awarded to a variety of conservation projects including veranda restoration, timber restoration, leadlight windows, roofing, brickwork, repointing, front facade painting and front fencing.

### **Heritage Promotion**

Council hosted a photo exhibition display in the Strathfield Main Library at Homebush during the Heritage Festival. The exhibition featured photos, maps and images of Strathfield since the 1880s of people, schools, transport, parks, shops, housing and recreation.

### **DESIRED OUTCOME**

UD 2: The built and natural environment, and quality of life is maintained and enhanced via best practice planning		
UD2.1: New buildings are resource efficient and comfortable	UD2.2: Less pressure on resources is achieved through better design	UD2.3: The surrounding environment is not adversely impacted by development

### **SUSTAINABILITY INDICATORS**

Total potable water consumption in Strathfield per annum by category (residential, commercial and industrial) and average consumption per person (kL)

A total of 4,145,045 kilolitres (kL) of potable water was consumed by properties in the Strathfield Local Government Area in 2010-11.

Total potable water consumption was highest in the residential sector with 73 per cent of consumption from houses and flats/units. This reflects the land use in Strathfield which is primarily comprised of residential properties.

There has been no significant change or patterns in total water consumption in the Strathfield Local Government Area in the last five years. It is important to note that residential property consumption has decreased slightly since 2004-05 where total consumption per person was 85kL per person.

Based on an estimated residential population of 36 911 and total potable water consumption for residential properties (houses and units/flats), the estimated total consumption per person was 82kL in

2011-12 or an average of 222L per day, a decrease from 2010-11 where total consumption per person was 84kL or an average of 230kL per day.

**Total potable water consumption in Strathfield per annum by property type (kL)**

<b>Property Type</b>	<b>2011-12</b>	<b>2010-11</b>	<b>2009-10</b>	<b>2008-09</b>	<b>2007-08</b>
Residential properties	3 054 796	3 113 644	3 190 814	3 082 243	2 880 212
Commercial properties	515,933	460 242	421 229	414 136	399 203
Industrial properties	485,081	473 345	435 427	441 189	522 408
Other properties	89,235	181 013	155 448	147 696	147 381
<b>TOTAL</b>	<b>4 145 045</b>	<b>4 228 244</b>	<b>4 202 918</b>	<b>4 085 264</b>	<b>3 949 204</b>

**Estimate total potable water consumption in Strathfield per person per year (kL).**

<b>Year</b>	<b>Average water consumption per person per (kL)/year</b>
2011-12	82
2010-11	84
2009-10	88
2008-09	85
2007-08	82
2006-07	85
2005-06	87

**MANAGEMENT PLAN STRATEGIES**

1. Incorporate sustainable design principles throughout Council's planning controls
2. Provide a high level of customer service and information
3. Effectively use planning controls, education programs and enforcement powers to monitor compliance
4. Provide an efficient and effective development application processing system

**OUTPUTS**

**Sustainable Design Principles in Planning Controls**

Amendments to Strathfield Council's Development Control Plan (DCP) were adopted on 14 June 2011 to establish new objectives and controls to incorporate Water Sensitive Urban Design (WSUD) within development in the Strathfield Local Government Area. (WSUD) seeks to ensure that urban development and urban landscapes are designed, constructed and maintained in a manner that minimizes the impacts on the urban water cycle – drinking water, wastewater, stormwater and groundwater. The WSUD DCP has been applied to a number of new industrial warehouse buildings so as to minimize the impacts on the urban water cycle – drinking water, wastewater, stormwater and groundwater.

## **Local Environmental Plan (LEP)**

In November 2011 Council resolved that the draft Strathfield LEP 2011 be forwarded to the Department of Planning and Infrastructure for section 64 assessment with a request (section 65 certificate) to commence public exhibition. Council received the section 65 certificate from the Department in December 2011. The Draft Strathfield LEP 2011 was publicly exhibited for 8 weeks between 31 January - 23 March 2012 and included four public information sessions.

In response to the public exhibition over 600 submissions were received including form letters, petitions and individual submissions. Each submission was reviewed, assessed with a planning response and recommendations provided in the report to Council considered at the Extraordinary Council meeting on Tuesday 24 July 2012 (adjourned to Tuesday 31 July).

The endorsed amendments were divided into 3 groups consistent with the Department of Planning and Infrastructure's advice. This included:

Minor amendments to the draft LEP prior to gazettal;  
Significant amendments and issues requiring investigation or consideration to be addressed as Planning Proposals; and  
Specific individual Planning Proposals to be prepared by landowners/applicants.

The minor amendments to the draft LEP instrument and maps have since been made by Council and forwarded to the Department of Planning and Infrastructure in Council's s68 submission with a request that the LEP be made (gazetted).

## **Development Application pre-lodgment service**

Council's pre-lodgement service provides prospective applicants with an opportunity to meet with relevant Council officers and discuss their development proposal. Any problems associated with the proposal are identified and a letter confirming any issues is then forwarded to the applicant prior to the submission of a development application (DA).

The pre-lodgement application process has contributed to improved processing times and customer satisfaction. Prospective applicants are given a clear understanding on any issues relating to their development so as to make the necessary changes to expedite the processing of their application once lodged.

A total of 35 pre-lodgement meetings were hosted by Council during 2011-12.

## **Investigating building complaints**

Investigating complaints is an essential part of Council's responsibility to the residents and visitors of the Local Government Area. Rangers and Council officers respond to complaints regarding building sites. Approximately 340 complaints were investigated during 2011-12.

## **Electronic Development Applications (eDA)**

The electronic development application tool (eDA), is a secure online development application lodgement and tracking service. eDA allows the tracking of DAs for the entire DA lifecycle – from initial application lodging through to assessment.

Anyone with an internet connection can submit and then access their DA at any time and can also complete supporting documentation required for complying development and construction certificates. Customers can also login to view how their application is progressing in addition to contacting the relevant assessing officer directly.

### Processing of Development Applications

The average processing time based on total calendar days for development applications (DAs) was 87 days. Because there were a large number of applications requiring additional information or design changes, the processing time for the average DA increased by 33 days. Taking these delays into account, the average net processing time was 67 days (days excluding time lost to requests for additional particulars).

Council received 171 DAs and 94 modification applications for the 2011-2012 financial year. During the same period, 145 DAs and 88 modification applications were determined with 91% of DAs being approved. The processing of development, modification and a variety of other building related applications brought the total number of applications processed during the year to 340. While the number of applications received during the 2011-2012 period decreased from the 2010-2011 period where 212 DAs were received, the estimated construction cost for all DAs received during the 2011-2012 period was \$139,337,462, representing an increase in the total estimated value of construction costs by approximately \$5,000,000 when compared to the 2010-2011 financial year. The 2011-2012 financial year was characterized by a relative increase in the number of larger, more complex developments, as evidenced by the estimated construction costs.

### Building approvals

Strathfield Council area Year (ending June 30)	Number			Annual change		
	Houses	Other	Total	Houses	Other	Total
2011-12	33	477	510	+14	+455	+469
2010-11	19	22	41	-21	+12	-9
2009-10	40	10	50	-13	-76	-89
2008-09	53	86	139	+11	+8	+19
2007-08	42	78	120	-27	-246	-273
2006-07	69	324	393	+30	+92	+122
2005-06	39	232	271	-13	-243	-256
2004-05	52	475	527	+5	+151	+156
2003-04	47	324	371	+3	-252	-249
2002-03	44	576	620	-2	+372	+370
2001-02	46	204	250	+22	-82	-60
2000-01	24	286	310	-15	+286	+271
1999-00	39	0	39	-22	-135	-157
1998-99	61	135	196	-6	+31	+25
1997-98	67	104	171	-1	-276	-277
1996-97	68	380	448	-14	+291	+277
1995-96	82	89	171			

Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id the population experts

**Legal proceedings**

Outcomes of appeals and other legal matters are reported as necessary to Council's Planning Committee.

## DESIRED OUTCOMES

UD3: Infrastructure meets the community's needs			
UD3.1: Council's stormwater system is in harmony with the natural and built environment	UD3.2: Roads, footpaths and cycle ways are safe, functional and well maintained	UD3.3: The surrounding environment is not adversely impacted by development	UD3.4: Improved transport and mobility options are achieved leading to less reliance on motor vehicles

## SUSTAINABILITY INDICATORS

### Infrastructure backlog (\$M) as a percentage of total infrastructure assets (estimated at fair value)

This is a measure of Council's assets that have been assessed to have reached the end of their useful lives and require replacement as a percentage of total infrastructure assets. A target of zero per cent has been set to ensure that Council provides safe and usable assets. An infrastructure back log of \$10,099,000 currently exists.

2010-11		Target	High	Low
Backlog	\$10,099,000			
Infrastructure	\$258,470,000			
	3.9%	0.0%	0.2%	0.0%

2011-12		Target	High	Low
Backlog	\$6,607,000			
Infrastructure	\$247,334,000			
	2.7%	0.0%	0.2%	0.0%

## MANAGEMENT PLAN STRATEGIES

1. Implement and monitor an asset management programme to maximise useful life and optimise Life Cycle Cost (LCC) of assets
2. Maintain and make improvements, in accordance with best practice and sustainability principles, to Council infrastructure
3. Implement the Road Safety Program
4. Identify and analyse traffic and road safety issues on the road network

## OUTPUTS

### Development Asset Management Programme

Council has developed draft asset management plans for Roads, Footpaths and Kerb and Gutter infrastructure. Drainage, open space and building plans are being progressed. Plans were finalised as part of Council's implementation of the Integrated Planning and Reporting framework in 2012.

### Drainage works programme

In 2011-12, 100% of all programmed capital works were completed annually. A final five year programme will be finalised following the completion of Cox's Creek and Cooks River Floodplain Risk Management Study.

Streets	From	To
Bates Street	Badgery Avenue	Shortland Avenue
Fraser Street	Marion Street	Shortland Avenue
Shortland/Marion	Marion Street	Fraser Street
Agnes Street	Cotswold Avenue	Kingsland Avenue

### Roads programmes

In 2011-12, 100% of all programmed roads capital works were completed. 100% of resheeting program was completed.

Street Name	From	To	Completed
High Street	Liverpool Road	Telopea Avenue	Yes
The Crescent	Meredith Street	Bridge Road	Yes

In 2011-12, the following resheeting programs were completed funded by the Federal Government Roads to Recovery Program .

Street Name	From	To	Budget allocation by Federal Government	Completed
Merley Road (Strathfield)	Beresford Road	Francis Street	\$121,950	Yes
Agnes Street (Strathfield)	Kingsland Road	Cotswold Road	\$112,197	Yes
Bates Street (Strathfield)	Badgery Avenue	Shortland Avenue	\$113,700	Yes
Hillcrest Street (Homebush)	Park Road	Parramatta Road	\$59,850	Yes

### Maintain Council bridges

During 2011-12, all bridges in the Strathfield LGA were inspected and a structural assessment was undertaken.

**Road Safety programs**

Council implemented community education programs on issues around drink driving, speed, fatigue, reversing accidents, pedestrian safety and restraint use. Council liaises with all local schools and childcare centres to implement road safety programmes. Council communicates with the Highway Patrol section of Flemington Local Area Command on road safety issues.

## STATUTORY REQUIREMENTS

Council's commitment to Access and Equity is reflected in the range of services and programs provided and/or supported which are set out under the Community Building Principal and Activity Area.

### **1. Activities to develop and promote services and programs that provide for the needs of children (LG Act s428(2)(c) & Reg.c.217(1)(c))**

Council promotes and facilitates services and programs in partnership with family service providers to meet the needs of children, youth and families in Strathfield. This included the Strathfield Youth Film Festival, Harmony Day with children's activities and Family Fun days.

Council runs programs and activities for children and young people during school holidays which have been increasing aimed at activity based offerings. Council runs annual Transition to School seminars in conjunction with child care services and local primary schools.

Council's library service provides specialist resources for children including baby bounce, preschool storytime, holiday activities, summer read-a-thon and the Premier's Reading Challenge. Council also provides YourTutor, which provides student assistance online.

Council also networks with other councils and community providers and disseminates information on available children's services and programs in the local and Inner West areas.

### **2. Bush Fire Hazard Reduction (LG Act s428(2)(il))**

Strathfield Council has two bushland reserves, Coxs Creek Reserve and Mason Park. Council has implemented bush regeneration programs to improve habitat. These include minimising the occurrence of fire prone weeds. Planting of fire resistant native plants and generally reduces conditions favourable to fire. Grassed fire breaks at both reserves are maintained on a regular basis by mowing.

### **3. Activities to promote multiculturalism (LG Act s428 (2)(j))**

Strathfield is a highly culturally and linguistically diverse local government area with 52.6% of the local community born overseas. According to the 2011 Census, the top five countries of birth are China 9.3 per cent, South Korea 7.5 per cent, India 7.5 per cent, Sri Lanka 4.0 per cent, and Hong Kong 2.0 per cent.

Council's Social Plan identified the need for culturally specific services and activities that support, strengthen and develop cultural awareness and encourage harmony. In order to address these issues and meet the needs of culturally and linguistically diverse (CALD) groups, Council has taken steps to provide culturally specific services, events and activities.

During 2011-12 Council supported and organised a number of events and programs for CALD groups within the Strathfield Local Government Area. Key CALD events include Chinese New Year celebrations in Homebush West, Moon Festival celebrations in Homebush West, Harmony Day celebrations and Refugee Week.

Council's Social and Economic Development Plans identified the need to provide assistance for persons with poor English speaking skills and to promote employment opportunities. Council has run the SkillMax program in partnership with TAFE Petersham. SkillMax is a job search training course for

skilled migrants not able to access Centrelink services. Council runs English conversation classes to assist non-English speakers to develop their conversational skills and confidence, make new friends and learn about living in Australia. Council also works with TAFE Outreach to teach English as a second language.

In addition to these events, a number of CALD programs and activities were also run, including health and safety workshops for multicultural community groups run in partnership with the Strathfield's Library and Information Service provides access to significant collections of materials in languages other than English including books, magazines and DVDs. Strathfield Library also provides resources to assist literacy and offers newspapers in languages such as Chinese and Korean.

To ensure access and equity for CALD people to Council's services and to encourage participation, Council provides translation services and language assistance through Language Aides as well as utilising the national Translating and Interpreting Service (TIS). Council has also developed Community Language Guides in Arabic, Chinese (Simplified and Traditional), Korean and Tamil for Council's website and in print form for Council's Customer Service Centre. Community language translations of key Council policies such as Business Ethics are now available.

#### **4. Business Activities - Category 1 (LG Act s428 (2)(r) & Reg.cl.217(1)(d)(ii,iv,v,vi & vii)**

Council is not involved in any Category 1 businesses which meet the determined criteria.

#### **5. Business Activities – Category 2 (LG Act s428 (2)(r) & Reg.cl.217(1)(d)(iii)**

Hudson Park Golf Course is a Category 2 business. The Course operates under license agreement.

#### **6. Companies in which Council held a controlling interest (LG Act s428(2)(p))**

Council did not hold a controlling interest in any companies during 2011-12.

#### **7. Competitive Neutrality (LG Act s428 (2) (r) & Reg.cl.217 (1) (d) (v))**

The following information is provided concerning the application of National Competition Policy to Council's activities.

National Competition Policy is aimed at increasing consumer and business choice, reducing production and transport costs in an effort to lower prices for goods and services and creating an overall business environment in which to improve Australia's international competitiveness.

One of the major components of the National Competition Policy are the competition Principals which are aimed at encouraging efficient public sector service provision by exposing public business functions to competition where appropriate.

The policy requires that Council determine which of those activities it conducts are to be classified as business activities.

In 2011/2012, the only business activity of Strathfield Council is Hudson Park Golf Course, a Category 2 business.

#### **8. Competitive neutrality complaint handling (LG Act s428 (2) (r) & Reg cl.217 (1) (d) (vii-ix))**

Council's commitment to customer service is outlined in the Customer Service Standards and Complaints Management Policy which also includes information on how complaints may be made.

Complaints concerning competitive neutrality are handled in accordance with the Complaints policy. Reference to policy is included in a range of publications issued by Council each year including Council's website.

Council has not received any complaints concerning the competitive neutrality of its business activities.

## **9. Contracts (LG Act s428 (h))**

Contracts awarded during 2011-12 for \$150,000 and over:

<b>Contractor</b>	<b>Nature of Service</b>	<b>Value (excl GST)</b>
Northern Contract Cleaning P/L	Cleaning of Council buildings and facilities as per contract.	\$285,350
RMA Contracting Pty Ltd t/a Ross Mitchell and Associates	Building works associated with installation of lift.	\$163,618
Downer EDI Works	Supply and laying of asphaltic concrete, paving profiling, asphalt pavement repair and resurfacing.	\$825,000
Project Corp Australia Pty Ltd	For the design and construction of an amenities building at Begnell Park.	\$581,818

## **10. Companion Animals Act and Regulation Activities (LG Act s428 (2)(r) & Reg. cl217(1)(f))**

All pound data returns were lodged with the Department in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act.

Cost of companion animal management and activities – pound fees for the year were \$53,146.00. A total of \$23,717.00 was returned through sale of animals, collection of charges etc. Therefore, the total cost for pouncing was \$29,429.00

Council supports education about responsibilities for companion animals through information available at Council's Customer Service and website. Information on responsibilities for companion animals was translated into frequently used community languages: Korean, Chinese (traditional and simplified), Tamil and Arabic. This information is available on Council's website and Customer Service Centre.

Strathfield Council's pound is funded by Council and operated through Enfield Veterinary Hospital, which supports a rehousing strategy for stray and lost animals as an alternative to euthanasia.

Council provides off-leash areas for dogs at Elliott Reserve, Belfield and Allen Street Reserve Homebush.

Council did not receive any Companion Animals Funds monies during the year.

### 11. Councillor Attendance (LG Act s428 (h))

In accordance with Council Resolution Minute No. 200/03, details are provided of Councillor attendance at Council meetings.

Number of Ordinary Meetings held from July 2011 to June 2012 - 11

Number of Extraordinary Council Meeting held from July 2011 to June 2012 - 10

Councillor	Ordinary Meetings Attended	Extraordinary Meetings Attended
Councillor Paul Barron	11	10
Councillor Hope Brett-Bowen	8	1
Councillor Bill Carney	11	7
Councillor Sundar Eswaran	4	2
Councillor Keith Kwon	11	7
Councillor Tony Maroun	10	9
Councillor Helen McLucas	9	9

### 12. Councillors Fees, Expenses and Facilities (LG Act s.428 (f) & Reg. cl.217 (a) (a1) (I-viii))

The following fees were paid to elected members:

Mayor	\$36,320.04
Councillors	\$116,480.28

The following costs were incurred during 2011-12 for the payment of expenses and provision of facilities to Councillors (excluding fees):

Type of expense	Value
Dedicated office equipment including installation costs	\$16,238.43
Telephone calls	\$7,284.83
Councillors Conference Expenses	\$8,849.16
Mayoral vehicle and accessories*	\$61,255.00
Councillor Training and Skill Development	\$4,000.00
Interstate Visits	NIL
Overseas Visits	NIL
Spouse or partner expenses	NIL
Childcare expenses	NIL

The Councillor Expenses and Facilities Policy was reviewed and publicly exhibited as required. The amended policy was adopted in November 2011. A copy of this policy is available on Council's website at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au)

### 13. Councillor Code of Conduct Breaches

In accordance with Council Resolution Minute No.CW17/97 details are provided concerning breaches of Council's Code of Conduct by Councillors and the sanctions imposed. There were no breaches or sanctions imposed.

#### **14. Compliance with and effect of planning agreements (EP&A Act s93G (5))**

There have been no planning agreements entered into by Council within this reporting period.

#### **15. Equal Employment Opportunity (LG Act s.428 (2)(n))**

One of Strathfield Council's key goals is to be an employer of choice and attract the best staff in local government. To achieve our goals, Strathfield Council is committed to providing a workplace that is free from discrimination and harassment and provides equal employment opportunities (EEO) for current and prospective employees.

Strathfield Council views EEO as good management practice. Treating people equitably and recognising that each employee makes valuable contributions to the organisation assists our staff in realising their full potential and enhances Council's efficiency and service delivery.

Council supports removing barriers to participation and ensuring that no employee or job applicant receives less favourable treatment on the grounds of race (including colour, nationality and ethnic or national origin), gender, marital status, pregnancy, age, physical and intellectual impairment or sexual preference.

Strathfield Council's firm commitment to Equal Employment Opportunity is reflected in our EEO Management Plan. During 2011-12, staff participated in a number of learning and development courses which included code of conduct and bully and harassment awareness.

#### **16. External Bodies Exercising Council Functions (LG Act s.428 (2) (o))**

Council did not delegate functions to any external bodies.

#### **17. Financial Contributions and grants (LG Act s428 (2) (l))**

Total amount contributed or granted under Local Government Act s.356 (financially assist others) by Council was \$22,740 which comprised of:

Community Grants	\$10,470
Miscellaneous-Financial Assistance	\$970
Heritage Local Financial Assistance Grants	\$11,300

#### **18. Financial Reports (LG Act s428 (2) (a))**

Council's audited financial reports are attached as an Appendix to this report.

## 19. Applications to Access Information (GIPA Act)

Number of 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	Application withdrawn
Media	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0
Members of the public (other)	1	0	0	0	1	8

Timeliness of processing applications:

Decided within the statutory timeframe (20 days plus any extensions)	11
Decided after 35 days (by agreement with applicant)	0
Not decided within timeframe (deemed refusal)	0
Total	11

## 20. Human Resources Activities (LG Act s.428 (2) (m))

Council's People & Performance Strategy underpins all of its human resource activities. During the reporting period there was a focus on aligning organisational behaviours with performance. Council's human resource policies were reviewed to better reflect Council's values and to support accepted organisational behaviour.

A number of initiatives were undertaken to support these activities including behavioral based interviewing, leadership development and coaching which included participation in the Local Government Management Challenge, cultural re-alignment program and the development of a rising stars program.

Council continues to identify and develop employees, who demonstrate leadership potential, and to accelerate and intensify their development to ensure the organisation's capacity to respond to immediate gaps and to meet future needs with minimum down-time and disruption. Council also supports a number of staff through our further education program.

A greater focus has also been placed on employee health and wellbeing. A number of health related activities were undertaken including health checks, hearing assessment and a walking challenge. These activities were aligned with nationally recognised health awareness campaigns with educational information being regularly provided to staff to allow them to make healthier choices in their lives.

Work Health and safety (WH&S) remains a priority for Council. Council has made significant inroads in staff safety and injury management. A number of safety educational programs have resulted in fewer injuries including time loss injuries, safer work practices and standards and the creation of a safety first culture. Ongoing participation in WH&S audits have resulted in Council being recognised for its compliance and safety programs by way of acknowledgement from its insurer. Training programs have included accident investigation, return to work for supervisors, chemical application, general WH&S compliance training and first aid.

## **21. Legal Proceedings (LG Act s428 (e))**

During 2011-12, Council incurred legal costs in relation to legal proceedings as follows:

### **Actions against Council:**

<b>Matter</b>	<b>Costs Incurred (\$)</b>	<b>Costs Received (\$)</b>	<b>Outcome</b>
11 Henley Road, Homebush West	31,223.55	5,425.00	Settled. Defendant to pay certain costs
43 Chalmers Rd, Strathfield	22,101.44	10,000.00	Settled. Defendant to pay certain s97B EP&A Act costs

### **Actions commenced by Council:**

<b>Matter</b>	<b>Costs Incurred (\$)</b>	<b>Costs Received (\$)</b>	<b>Outcome</b>
11 Henley Road, Homebush West	31,223.55	5,425.00	Settled. Defendant to pay certain costs

### **Ongoing matters**

Council's expenditure relating to the Australian Catholic University Part 3A application assessment and legal action regarding enforcement of student numbers

The combined expenditure for 2011-12 is \$139,000

## **22. Overseas Visits (LG Reg. cl.217 (1) (a))**

Council was the winner of a \$10,000 prize from the LGSA Environmental Awards. The objective of the award was to fund sustainability learning. These funds were used to pay for two Council employees to attend an overseas study tour to study sustainability in urban planning in 2012.

## **23. Report on Condition of Public Works (LG Act s428 (2) (d) (I-iii))**

The schedule of the condition of public works is contained in Council's Annual Financial Statement. Reports are available on Council's website and Council's Customer Service Centre.

## **24. Privacy and Personal Information Protection Act (PPIPA) 1998 (PIIP Act s.33)**

Strathfield Council manages Privacy and Personal Information in accordance with relevant legislation and Council's Privacy Management Plan. Council's Privacy Management Plan was reviewed and amended in 2012.

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 applications for review of conduct during 2011-12.

#### **25. Rates and Charges Written Off (LG Reg. cl.132)**

Pensioner rebates totaling \$338,960 were written off during 2011-12. Rates and annual charges totaling \$727,920 were abandoned during 2011-12. The majority of this was due to settlement of dispute with Railcorp.

#### **26. Senior Staff Remuneration (LG Reg cl.217)**

The total remuneration for the position of General Manager, which includes salary, superannuation, non cash benefits and Fringe Benefits Tax was \$242027.

The total remuneration for all other senior staff positions including salary, superannuation, non cash benefits and FBT was \$474285

#### **27. Special Variation Expenditure (LG Act s508 (2) & s508A)**

There has been no special variation expenditure in 2011-12.

#### **28. State of the Environment Report (LG Act s428 (2) (c) & Reg. cl.217 (2), cl.218-226)**

Each year Council prepares a State of the Environment Report (SOE) addressing the environmental sectors of land, air, water, biodiversity, waste, noise and heritage. The SOE reports on major environmental impacts and related activities, including management plans relating to the environment; council projects relating to the environment; and environmental impacts of council activities.

The 2011-12 SOE has been integrated within the Annual Report. Past reports are available at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au).

#### **29. Statement of partnerships, co-operatives or joint ventures involving Council (LG Act s428 (2) (q))**

Strathfield Council and the Roads and Traffic Authority jointly fund the position of a Community Road Safety Officer. The Road Safety Officer's role includes public education regarding road safety issues, such as drink driving, speeding and pedestrian safety.

#### **30. Work on Private Land (LG Act s428 (2) (k))**

There has been no work on private land in 2011-12.

### 31. Public Interest Disclosures (PID Regulation 2011)

The Public Interest Disclosures Regulation 2011 requires inclusion of public interest disclosures (PID) in Council's Annual Report. The reporting period under the Regulation is January 2012 to June 2012.

Number of public officials who made PIDs	0
Number of PIDs	0
Of PIDs received, number primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
Number of PIDs finalised	0

In accordance with the *Public Interest Disclosure Act* 1994, Council established an internal reporting policy. This policy was adopted by Council on 6 September 2011. Action has been taken to ensure that Council staff are aware of their obligations under the Act which include inclusion of Public Interest Disclosure awareness in corporate induction training, written notifications and information on the staff intranet.

## STATE OF THE ENVIRONMENT REPORT INDEX

Item	Discussion
Air	<p>Council has implemented Council's Greenhouse Action Plan as part of the Cities for Climate Protection Program.</p> <p>Air Quality is monitored by Office of Environment and Heritage and reported on a daily basis. Air quality for Strathfield LGA is reported on an annual basis in the Council annual report.</p> <p>Greenhouse emissions from Council activities are contained in this Annual Report.</p>
Biodiversity	<p>Weeds and feral animals continue to threaten our natural areas by competing with local species for space, light and food. Various invasive species such as foxes, feral cats and weeds, recognised under <i>the Threatened Species Conservation Act 1995</i> as key threatening processes are known to inhabit Strathfield.</p> <p>The protection of protected and threatened species including the Green and Golden Bell Frog (<i>Litoria aurea</i>), Tadgell's Bluebell (<i>Wahlenbergia multicaulis</i>) and Downy Wattle (<i>Acacia pubescens</i>) continue to be the focus of ecological restoration works.</p>
Heritage (including Aboriginal and Non-Aboriginal Heritage)	<p>Council continues to support the protection of non-Aboriginal Heritage through land-use planning, incentives and professional advice.</p> <p>There are no known Aboriginal Heritage sites in the Strathfield Local Government Area.</p>
Land	<p>Council continues to manage public land in accordance with site specific plans of management, legislative provisions and the corporate planning framework. Significant additions to the open space network include open space along the Cooks River corridor Strathfield and Strathfield South and Powells Creek Corridor, Homebush.</p>
Noise	<p>During the 2011-12 year, Council received 29 reports of noise pollution from general residential, industrial or commercial sources. Of these, 15 complaints were regarding barking dogs. The number or type of noise pollution reports since 2003-04 has been relatively consistent.</p>
Waste	<p>In relation to the NSW Waste Avoidance and Resource Recovery Strategy 2007 target to increase recycling from the municipal waste stream to 66 per cent by 2014, Council has moved from an estimated rate of 20 per cent in 2002/03 to 47 per cent recycled materials in 2011-12. Council continues to promote waste reduction and resource recovery programs through a variety of waste education initiatives.</p>
Water	<p>Water quality in Strathfield continues to fail standards required to support the Protection of Aquatic Ecosystems or Secondary Contact Recreation. Whilst water quality generally meets the targets for visual amenity during dry</p>

Item	Discussion
	<p>weather, following heavy rainfall events, Strathfield's waterways carry high volumes of suspended solids (reducing water clarity) and debris in the form of litter.</p> <p>Water consumption in the LGA has decreased from last year's figure of 4,228,244kL to 4,145,045kL. Residential potable water consumption per person has decreased by approximately 3.5 per cent since 2007-08.</p> <p>Council's corporate water consumption for 2011-12 was 28,997.02kL. Council has met its conservation target, reducing consumption by 22 per cent from 2005-06 levels.</p>
Environmental Indicators	<p>Explanation of Sustainability Indicators provided in Section OG2. Sustainability Indicators are integrated throughout the document. Where possible, Sustainability Indicators present data over minimum five year periods.</p>
Significant Environmental Pressures	<p>Population growth has been identified as the key pressure on the natural environment of Strathfield with an annual growth rate of 2-3 per cent. This growth intensifies impacts on the local environment and the demand for local infrastructure, including housing, energy, water, transport and waste disposal. In response to planned growth identified in the Inner West Subregion Draft Subregional Strategy, Council has expressed the need for additional public transport, roads, community, education, open space facilities and services etc to match the planned growth.</p> <p>In 2007, the NSW Government approved the 60 hectare Enfield Intermodal Logistics Centre located in Strathfield South. Council has continued to raise concerns about the capacity of local and regional road infrastructure to manage the additional loading generated from the intermodal and associated developments and the potential negative impacts of the development on the amenity of the Strathfield community including road and traffic congestion, noise and vibration from trucks, rail and site operations, air quality, and visual impacts.</p>
Special projects relating to the Environment	<p>Council projects relating to the environment between 2003-04 and 2011-12 include –</p> <ol style="list-style-type: none"> <li>1. Improvement and expansion of Council's Waste and Resource Recovery Service to include a garden organics collection</li> <li>2. Implementation of BASIX into Development Assessment process</li> <li>3. Completion of Stages 2 and 3 of the Cooks Riverbank Restoration Project, Freshwater Park</li> <li>4. Dean Reserve Upgrade</li> <li>5. Recycling of road base materials</li> <li>6. Adoption and implementation of Triple Bottom Line Planning Framework to integrate sustainability into core business</li> <li>7. Adoption and implementation of Strathfield Greenhouse Action Plan (Cities for Climate Protection Program)</li> <li>8. Adoption and implementation of Strathfield Water Savings Action Plan</li> <li>9. Participation in OurRiver – Cooks River Sustainability Initiative, which has evolved into Cooks River Alliance 2011-2014</li> <li>10. Use of B20 biodiesel across Council's entire diesel fleet</li> </ol>

Item	Discussion
	<ul style="list-style-type: none"> <li>11. Strathfield Park Environmental Trail</li> <li>12. Design and construction of High Street Community Library</li> <li>13. Management Plans relating to the Environment</li> <li>14. Powell Creek Masterplan and projects</li> <li>15. Hudson Park Golf Course Sustainability project</li> <li>16. Yarrowee Wetland</li> </ul>
Management plans relating to the Environment	<p>Significant plans relating to the environment include:</p> <ul style="list-style-type: none"> <li>1. Strathfield Council Management Plan 2011-2014 – incorporating Sustainability Framework</li> <li>2. Plans of Management for Significant Parks including Strathfield Park, Airey Park and Mason Park.</li> <li>3. Cox Creek Wetland and Reserve Plan of Management</li> <li>4. Strathfield Greenhouse Action Plan</li> <li>5. Strathfield Water Savings Action Plan</li> <li>6. Strathfield Energy Efficiency Plan</li> <li>7. Strathfield Water Management Plan 2012</li> <li>8. Strathfield Energy Efficiency Plan 2012</li> <li>9. Climate Change Adaptation Report 2012</li> </ul>