

COUNCIL PLAN 2015-2019



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Ashfield Council acknowledges the traditional Aboriginal owners of the land, the Cadigal and Wangal people. We acknowledge their living culture and unique role in the life of this region.

Our Vision



A connected and welcoming hub in the Inner West. A community that cares. A place with a dynamic and sustainable future.



Our Councillors

Ashfield Council consists of 12 Councillors who are directly elected to represent four wards. The four wards are North Ward, South Ward, East Ward and North East ward. Detailed Information on the wards, street listing and detailed maps are available on Council's website at:

www.ashfield.nsw.gov.au/council/decisions

North Ward



Clr Adriano Raiola
adriano.raiola@hotmail.com
PO Box 1145
ASHFIELD NSW 1800
Ph: 9712 5080

North East Ward



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East Ward



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Ph: 0419 206 855
Fax: 9798 0295

South Ward



Clr Morris Mansour
mansour.morris@gmail.com
2/13 Tintern Road
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Clr Jeanette (Mei) Wang
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Mob: 0422 121 959



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Clr Caroline Stott
DEPUTY MAYOR
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Clr Lucille McKenna OAM
MAYOR
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69 Dobroyd Parade
Haberfield NSW 2045



Clr Alex Lofts
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Summer Hill NSW 2130
Mob: 0401 4142 756



Clr Max Raiola
max@ashfieldliberals.com.au
PO Box 1145
ASHFIELD NSW 1800
Ph: 9712 5080

Our Corporate Values

AT ASHFIELD WE ARE:

For the Community

We are at our best when we are:

- Delivering timely and responsive services
- Advocating for our local area
- Transparent and accountable
- Working towards shared goals

Passionate high performers

We are at our best when we are:

- Creating sustainable solutions
- Innovative
- Exceeding expectations
- A learning organisation
- Doing change well

Great at engaging the energy of our diversity

We are at our best when we are:

- Valuing different perspectives
- Communicating across our whole community
- Flexible and fair as a workplace
- Appreciating each other

Stronger together

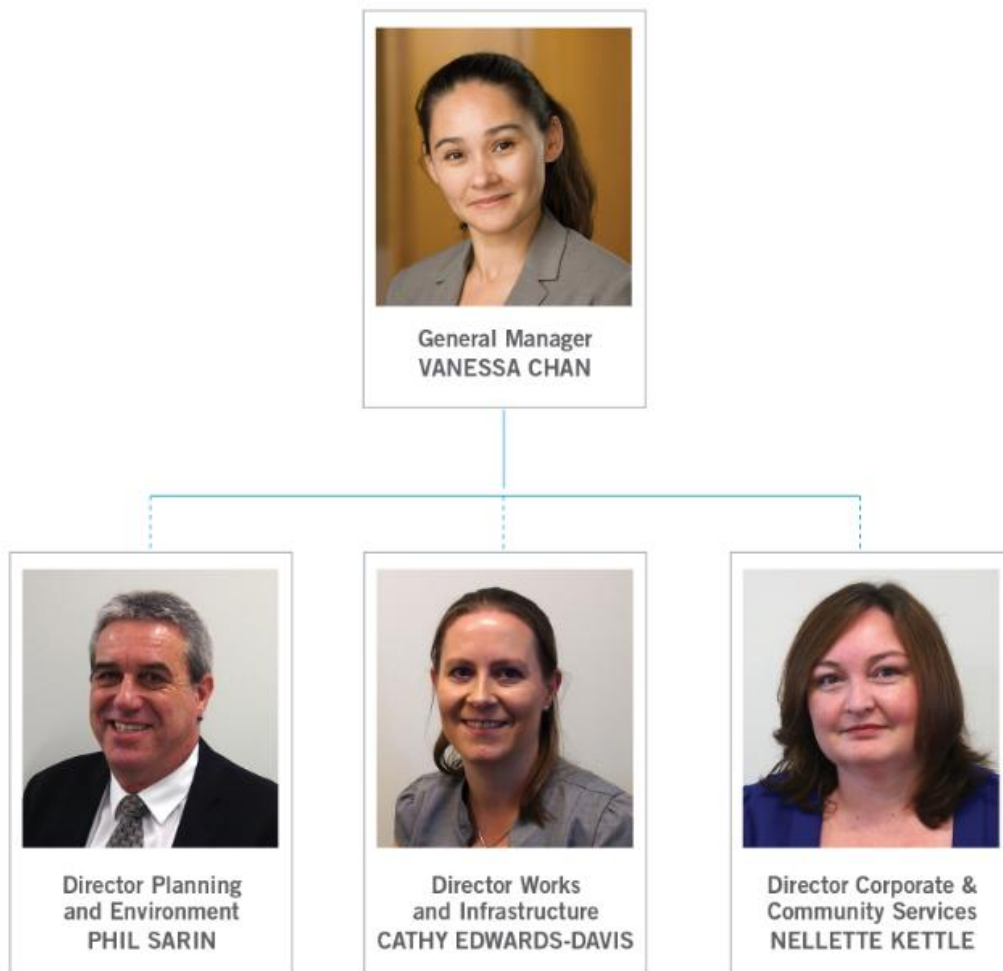
We are at our best when we are:

- Actively contributing to our teams
- Seeking out each other's expertise
- Leading by example
- Supporting each other
- Working as one organisation



Our Executive Structure

The Executive are responsible for the oversight and management of the day to day operations and management of staff to ensure efficient and responsible delivery of the actions and priorities determined by the community in the Community Plan and the resulting delivery of this Council Plan for 2015/19.



Our Community

The local government area of Ashfield lies at the heart of Sydney's Inner West. At only 8.3 square kilometres in land area, Ashfield is located some 8km to the west of the Sydney CBD and 7km north-west of the Sydney International Airport. Neighbouring local government areas include Canada Bay, Leichhardt, Marrickville, Canterbury, Burwood and Strathfield.

The boundaries of the local government area are generally defined by Parramatta Road, Iron Cove Creek Canal and Iron Cove (Parramatta River) in the north, the Hawthorne Canal to the east, Holden Street in the south, and Greenhills Street, and Lang Street in the west.

Ashfield is made up of a series of distinct neighbourhoods including Ashfield, Summer Hill, Haberfield, Ashbury, Croydon and parts of Croydon Park and Hurlstone Park. Ashfield neighbourhoods reflect the high value placed on the sensitive conservation of our built heritage and quality urban design in new development and public works.

Ashfield local government area has a population of 41,214 residents (2011 census). The population for the Ashfield area is predicted to increase to around 43,600 by 2031.

The median age of the population is 37 years. Ashfield has 17.9% of the population aged (0-17 years) with the percentage of the population aged over 60 years increasing in Ashfield from 15% in 2001 to 19% in 2011.

Ashfield is a culturally diverse area. Over 44% of the population was born overseas, and 38% are from a non-English speaking background. The dominant non-English speaking country of birth is China, where 10% of the population were born, followed by 4% from Italy and 3.4% from India.

The Ashfield local government area has a population density of 49.74 persons per

hectare and just over 17,000 occupied dwellings. Around 37% of all dwellings are Separate households, whilst 30% of the population resides in high density dwellings.

Ashfield has a high proportion of lone person households at over 25% and a further 22% of households consisting of couples without children. of the population. The average occupancy rate for all dwellings is 2.47 persons per dwelling.

Ashfield is crossed in an east to west direction by the key road transport routes of Parramatta Road, the City West Link and the Hume Highway (Liverpool Road). These routes, which also link the Sydney CBD with Western Sydney, result in significant volumes of traffic passing through Ashfield on a daily basis. However the Ashfield local government area is well served by public transport in the form of heavy rail and bus services. The Inner West light rail and GreenWay corridor also passes through the eastern side of the region connecting the Iron Cove to Dulwich Hill.

Ashfield's economy is driven by the depth and diversity of its cultural mix. Haberfield, famous for its rich Italian heritage, reflects this in its many cafes, restaurants, delicatessens, bakeries and patisseries. The suburb of Ashfield brings the taste of Asia to the area with numerous eateries and grocery stores specialising in Chinese, Indian, Thai and Korean cuisine and products. The Village of Summer Hill with its Town Square and Village Green exemplifies the old world charm of Ashfield as do parts of Croydon and Croydon Park.

Ashfield is well serviced by public transport in the form of heavy rail and bus services. The Inner West light rail provides connections between where people live, work and visit for Ashfield residents. The GreenWay is also an active transport link, with a shared walking and cycling path extending some five kilometres.

Ashfield Council Plan

The Council Plan has been prepared by Ashfield Council under the Local Government integrated planning and reporting framework. This Council Plan 2015 – 2019 supports the ten year Ashfield Community Plan – *Ashfield 2023 – Our Place, Our Future*.

Ashfield 2023 – Our Place, Our Future identifies the Ashfield community's long term aspirations and priorities for the local government area, according to the following themes:

- Creative & Inclusive Community
- Unique and Distinctive Neighbourhoods
- Safe, Connected and Accessible Places
- Living Sustainably
- Thriving Local Economy
- Attractive & Lively Town Centre
- Engaging & Innovative Local Democracy

Ashfield 2023 – Our Place, Our Future is a comprehensive community vision and as such includes areas over which Council has direct control, as well as areas which may be the responsibility of other tiers of government and other community stakeholders.

This Council Plan outlines the activities Council will undertake during its term of office to help achieve the community's long term goals as set out in the Community Plan. These activities and services will be resourced through our annual budgets and our resourcing strategy which includes a Long Term Financial Plan.

Supporting this Plan is a separate one year Annual Plan developed at the beginning of each financial year. The Annual Plan details the individual projects and activities that will be undertaken during the year to achieve the commitments in this Council Plan.

The following diagram illustrates the inter relationship between the various elements of Council's planning framework.



Council communicates its activities to the community on an ongoing basis and reports formally on its performance each quarter.

Community Plan Vision

The vision for the future of Ashfield as determined by the community can be summarised as the following seven key themes:



Creative and Inclusive Community

Ashfield feels like home to everyone. It remains a culturally diverse and welcoming inner-city community. The people of Ashfield care about and support each other, especially those members of the community who are disadvantaged. Ashfield is a creative community where arts and culture abound and people continue to challenge and inspire local identity.



Unique and Distinctive Neighbourhoods

Ashfield is proud of the unique and distinct character of its neighbourhoods. Urban planning is sensitive to the character and heritage of the area. The streets and parks are clean, green and attractive. The people of Ashfield love their neighbourhood and actively participate in community life.



Safe, Connected and Accessible Places

In Ashfield, people feel safe. They move around the area easily. They have a healthy approach to living and mostly walk, cycle or take public transport to the places they live, work and relax.



Living Sustainably

The people of Ashfield understand the impacts of human activity on the environment and sustainable living has become a way of life. Resources are not wasted and residents and businesses are energy, water and waste wise.



Thriving Local Economy

Ashfield is a desirable and thriving economic and cultural destination for locals and visitors alike. There is an eclectic mix of established and new businesses. Residents walk to their local favourite shops and are likely to bump into someone they know.



Attractive and Lively Town Centre

Ashfield Town Centre is identifiable and enjoyable: a vibrant economic and cultural destination.



Engaging and Innovative Local Democracy

Council is the place where local democracy happens. Local residents, community groups, service providers, businesses and government organisations work closely with each other and Council to improve the quality of life for everyone. Council is ethical, innovative, engaging and accountable and is a strong advocate for community interests within and outside the local area.

Infrastructure Funding

Ashfield 2023 – Our Place, Our Future sets out our community's vision for the future of Ashfield and the things we need to be working toward over the next ten years to deliver this. This Plan was built on a comprehensive community engagement process, Ashfield's Biggest Conversation, involving more than 1100 local residents in 27 events.

Ashfield 2023 – Our Place, Our Future is supported by a resourcing strategy which includes:

- Long term financial plan
- Asset management plan and
- Workforce plan

The resourcing strategy outlines what money, assets and people Council has to support the delivery of services and major programs to and for our community.

Overall, Council's resourcing strategy points to the need for a review of service levels and Council rates if we are to meet the objectives of Ashfield 2023. Particularly;

- Redevelopment of the Aquatic Centre
- Improvements to our suburban / village town centres
- Overall increase in the standard of infrastructure - footpaths, roads, parks and community buildings

Long term financial and asset planning

One of Council's key corporate aims is to be financially sustainable. That means we live within our means and that we deliver operating surpluses, over time. As part of its 2013 Local Government Audit, the NSW Treasury Corporation found that Ashfield Council is well managed and currently financially sound but, like most councils in NSW, we will have to make some important choices over the next few years if we are to meet future demands.

One of Council's key achievement in recent years has been arresting the trending decline of our assets. We did this, in part,

by introducing in 2009 a 4% Infrastructure Levy (special rate variation) adding \$651k per annum to our spend on infrastructure renewal. This rate variation stabilised our assets at their current condition but it was only in place for five years and last year it expired. This funding needs to be reinstated.

Council has undertaken a comprehensive review of our Asset Management Plans during 2014. They cover:

- Ashfield Aquatic Centre
- Buildings
- Playspaces and Sporting fields
- Stormwater
- Footpaths
- Transport (Kerb and Gutter, Road Pavements, Roadside Assets and Bridges)

These Plans underpin the need for :

- Redevelopment of the Aquatic Centre
- Improvements to our suburban / village town centres
- An overall increase in the standard of infrastructure - footpaths, roads, parks and community buildings to meet community expectations into the future

What are the options?

your say, your future.

Residents now have some important choices to make.

Like a number of councils throughout the State, Council is considering introducing a Special Rate Variation to raise additional funding so we can maintain and improve local infrastructure and facilities over the next 22 years.

This brochure outlines the four options being put forward as part of the 'Your Say, Your Future' Campaign. You are invited to join the conversation and have your say about the future of the local area.

☒ You are invited to have your say by ticking which option you support on the enclosed Reply Paid postcard.

Join the conversation

We want to hear from you about your infrastructure and service priorities and how you think they should be funded.

Visit our website for more information
www.ashfield.nsw.gov.au

Attend one of our four community open days:

- **Haberfield Library**
Monday 22 September 2014
from 6.00pm – 7.30pm
- **Ashfield Aquatic Centre**
Cedric Room, Wednesday
2 October 2014 from
6.00pm – 7.30pm
- **Ashfield Civic Centre**
Activity Rooms, Wednesday
October 8 2014 from
11.00am – 12.30pm
- **Summer Hill Church Hall**
Civics Room and Drim Streets
Thursday 16 October 2014
from 6.00pm – 7.30pm

Our infrastructure and services

Ashfield Council requires a significant investment to maintain and upgrade its infrastructure into the future.

What are the options?

Do you support a rate rise?

Ashfield Council
your say, your future.

Conversation ends 5pm, Friday 31 October 2014.

Email us at info@ashfield.nsw.gov.au
Write to Ashfield Council
PO Box 1145 Ashfield NSW 1502
Call us on 9716 1800

www.ashfield.nsw.gov.au

Community engagement



In 2013/14 Council resolved to consult with our community on a potential special rate variation for infrastructure. Throughout 2014 Council was talking with and listening to our community about service levels, sustainability and ultimately affordability. An extensive community engagement process was undertaken throughout the later half of 2014 .

Council conducted this engagement under the banner 'Your Say, Your Future'. The campaign employed a range of techniques taking into account the diversity of our community including:

- A letter from the General Manager distributed to 17,000 households in the LGA with:
 - A brochure outlining the proposed changes and how residents would be affected by the options, where to access further information and information regarding the community Open House events and;
 - A Reply Paid postcard for residents to indicate which option they preferred.
- A letter with brochure and reply paid postcard from the General Manager was distributed to all businesses in the LGA.

- Brochures in English, Chinese and Italian were made available.
- Four Community Open House events were held at Haberfield Library, Ashfield Aquatic Centre, Ashfield Civic Centre and the Summer Hill Church. A 'Your Say, Your Future' stall was also set up at the Summerhill Food Festival.
- Media releases, Mayoral Column and weekly notices were posted in the Inner West Courier to explain the proposed changes and invite the community to participate in the campaign.
- Four outdoor banners were erected in high visibility locations across the local area alerting residents to the campaign and calling on them to 'Have their Say'.
- Permanent displays outlining the proposals being put forward by Council were erected at Haberfield Library, in the Customer Service area at the Ashfield Civic Centre and at the Ashfield Aquatic Centre.

A dedicated portal was established on Council's website which provided:

- background material on the proposal, the options being put forward, infrastructure works including and how to get involved.
- 'ready reckoner' so residents could determine against their current rates how they would be affected by the various options.





Your Say

Council is putting forward four funding options to the community.

You are invited to have your say by ticking which option you support and returning the Reply Paid postcard to Council.



Option 1

- ☐ No special rate variation. Average annual rates increase by the standard state-wide increase.

Total average rate increase over the next four years = \$129.55

Lower service standards over time.

Option 2

- ☐ Introduce a special rate variation over four years starting at 6.0% and rising to 7.4%*.

Total average rate increase over the next four years = \$306.88

Extra \$1.7m a year to renew infrastructure and **\$10m upgrade** of the Aquatic Centre.

Option 3

- ☐ Introduce a special rate variation over four years starting at 7.5% and rising to 9.3%*.

Total average rate increase over the next four years = \$396.85

Extra \$2.7m a year to renew infrastructure and **\$14m upgrade** of the Aquatic Centre

Option 4

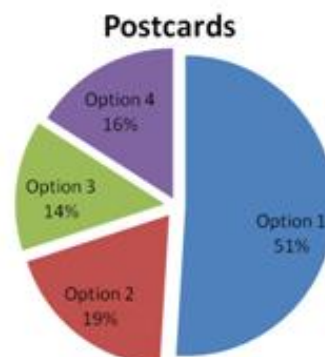
- ☐ Introduce a special rate variation over four years starting at 9.92% and rising to 9.98%*.

Total average rate increase over the next four years = \$476.36

Extra \$2.7m a year to renew infrastructure and **full \$25m upgrade** of the Aquatic Centre

*this includes the 3% state-wide increase

The response from the community to this engagement was outstanding. Over 1,700 postcards were submitted, individual submissions prepared and Council commissioned a social research firm, Micromex, to conduct a statistically valid representative Community Survey on attitudes and preferences from our community on this issue.



Following this extensive community engagement, in November 2014 Council resolved to lodge an application for a Special Rate Variation (Special Rate Variation) with IPART (Independent Pricing and Regulatory Tribunal).

Council's application to IPART will be consistent with Option 3, which would see a \$14 million upgrade of the Ashfield Aquatic Centre and additional spending of \$2.7 million a year to renew infrastructure, including an extra \$1 million for buildings, \$1.1 million for roads and footpaths, \$500,000 for parks and \$100,000 for drainage each year for the next 10 years. This will be funded by a special rate increase introduced over four years starting at 7.5% in year 1 and rising to 9.3% in year 4 (including the 3% state-wide increase).

If the application is approved Council will be able to commence the works from the 2015/2016 financial year. Pensioners are often amongst the most vulnerable members of the community in terms of their financial capacity. Council resolved that if IPART approve the proposed SRV, it will:

- Increase the existing voluntary pensioner rebate, from \$25 to \$75 from 2015/16 and
- Provide free year round access to resident pensioners to the Ashfield Aquatic Centre and its programs

The Budget 2015 - 2019

Council's Resourcing Strategy is comprised of a Long Term Financial Plan, Workforce Management Plan and Asset Management Framework. These interrelated documents provide for Council's capacity deliver the four year Council Plan. The individual documents are elements of an overall strategy and will be under continuous review and adjustment as annual budgets and operating plans are developed.

The Resourcing Strategy documents have been critical in developing this Council Plan and the ensuing Annual Plan and Budgets. This Plan contains two budget scenarios – the baseline scenario and the scenario that will apply should Council's application for a Special Rate Variation (SRV) be successful.

Council's income

Most of Council's income comes from the Ashfield community - the people who use Council's services.

Council has six main income sources:

- **Rates** – a fee levied on the land value for each parcel of land in the area. Rates are Council's main income source and they pay for many services and facilities provided by Council. Council will be applying to IPART in February 2015 for a Special Rate Variation (SRV) to take effect from 1 July 2015.
- **Charges** – these are for specific services such as waste and are generally determined on either an annual basis or according to usage.
- **Fees** – these are for specific services and are charged on an as used basis, e.g. entry to the aquatic centre, use of Council owned halls, application fee for a development application. Some fees are set by legislation and others are set by Council.

- **Grants** – from other levels of government. Each year Council receives a Financial Assistance Grant from the Commonwealth Government as well as grant funding for roads from the Roads and Maritime Services. Council also receives other small grants for specific projects from time to time.
- **Borrowings** – Council can also borrow money, but this can only be done with the approval of the Minister for Local Government. Borrowings generally make up only a small proportion of a council's total income.
- **Investments** – Council invests money which is not currently needed for any other purpose. However, this can only be done within strict guidelines established by the Minister for Local Government.

Council's expenditure

Council's annual total operating and capital expenditure is approximately \$45m, including non cash items such as depreciation in the baseline scenario. This will increase to \$55m in 2015/16 if the SRV is approved.

2015/16 Operational Plan Funding

As part of the annual integrated planning cycle for 2015/16, Council staff have undertaken a rigorous process to develop the budget, capital works program and operating plan for public exhibition. It has been informed by a review of our S94 and S94A programs; review of borrowings, investments. Following is the 2015/16 Budget Summary (\$M):

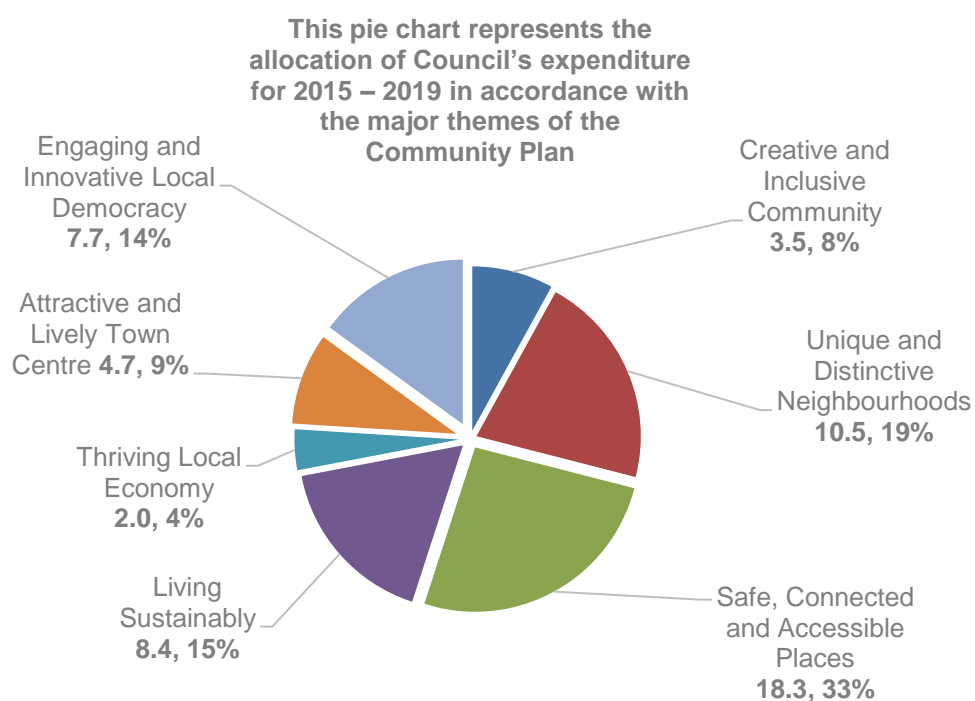
ITEM	WITH SRV	WITHOUT SRV
Income	37.624	36.628
Expenditure	55.131	44.621
Net position before transfers and proceeds of sales	(17.507)	(7.993)
Add Net transfers (to) from:-		
Reserves & Proceeds from sale and loan repayment	4.768	8.156
Less Non-Cash items	5.618	(5.618)
Surplus (Deficit)	0.85	(2.538)

Budget (with SRV)

	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)
INCOME				
OPERATING INCOME				
Community Services	151	157	163	170
Corporate Services Administration	26	27	28	28
Finance & Information Technology	31,201	33,199	35,508	38,103
Library Services	129	134	140	145
Environmental Health Services	1,595	1,654	1,583	1,647
Development & Building Control, Strategic Planning	563	586	609	633
Works & Property Asset Management	428	445	463	481
Design Services, Plant, Stores				
Construction & Maintenance Works	923	957	991	1,027
Street Cleaning, Solid Waste Collection and Recycling	56	58	61	63
Parks & Gardens, Playing Fields and Tree Management	140	146	151	157
Swimming Pool	2,130	2,215	2,304	2,396
Total Operating Income	37,342	39,577	42,001	44,852
CAPITAL INCOME				
Construction & Maintenance Works	282	140	140	140
Total Capital Income	282	140	140	140
TOTAL INCOME	37,624	39,717	42,141	44,992

	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)
EXPENDITURE				
OPERATING EXPENDITURE				
Community Services	1,574	1,605	1,637	1,670
Corporate Services Administration	1,940	1,987	2,035	2,085
Finance & Information Technology	4,237	3,864	3,824	3,782
Corporate Governance	1,126	1,415	1,165	1,185
Library Services	1,760	1,803	1,847	1,893
Human Resources	1,231	1,249	1,268	1,287
Environmental Health Services	2,150	2,196	2,112	2,161
Development & Building Control, Strategic Planning	2,843	2,915	2,988	3,064
Works & Property Asset Management Design Services, Plant, Stores	4,354	4,422	4,492	4,564
Construction & Maintenance Works	4,994	5,065	5,138	5,212
Street Cleaning, Solid Waste Collection and Recycling	7,255	7,327	7,400	7,475
Parks & Gardens, Playing Fields and Tree Management	3,127	3,181	3,237	3,295
Aquatic Centre	2,849	2,909	2,970	3,033
Total Operating Expenditure	39,440	39,938	40,114	40,704
CAPITAL EXPENDITURE				
Finance & Information Technology	38	0	0	0
Library Services	275	276	278	279
Works & Property Asset Management Design Services, Plant, Stores	449	451	454	456
Construction & Maintenance Works	5,738	3,709	3,721	3,733
Parks & Gardens, Playing Fields and Tree Management	2,191	93	93	93
Aquatic Centre	7,000	7,000		
Total Capital Expenditure	15,691	11,530	4,545	4,561
TOTAL EXPENDITURE	55,131	51,468	44,659	45,265

	2015/16 (\$'000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)
NET – RESULTS IN PROGRAMS	(17,507)	(11,751)	(2,519)	(273)
Proceeds From Sale of Fixed Assets	(223)	(223)	(223)	(223)
Restricted Assets	3,883	115	115	115
Loan (Principal Payment) (Net)	8,633	1,494	(1,575)	(1,660)
PROGRAM BUDGET SURPLUS /(DEFICIT)	(4,768)	(9,919)	(605)	1,725
Less: Non-Cash Charges				
Depreciation	4,901	4,950	5,000	5,050
Leave Liabilities Movement	790	790	790	790
Profit / Loss of sales	(73)	(73)	(74)	(74)
PROGRAM FUNDING / (DEFICIT)	850	(4,252)	5,110	7,490

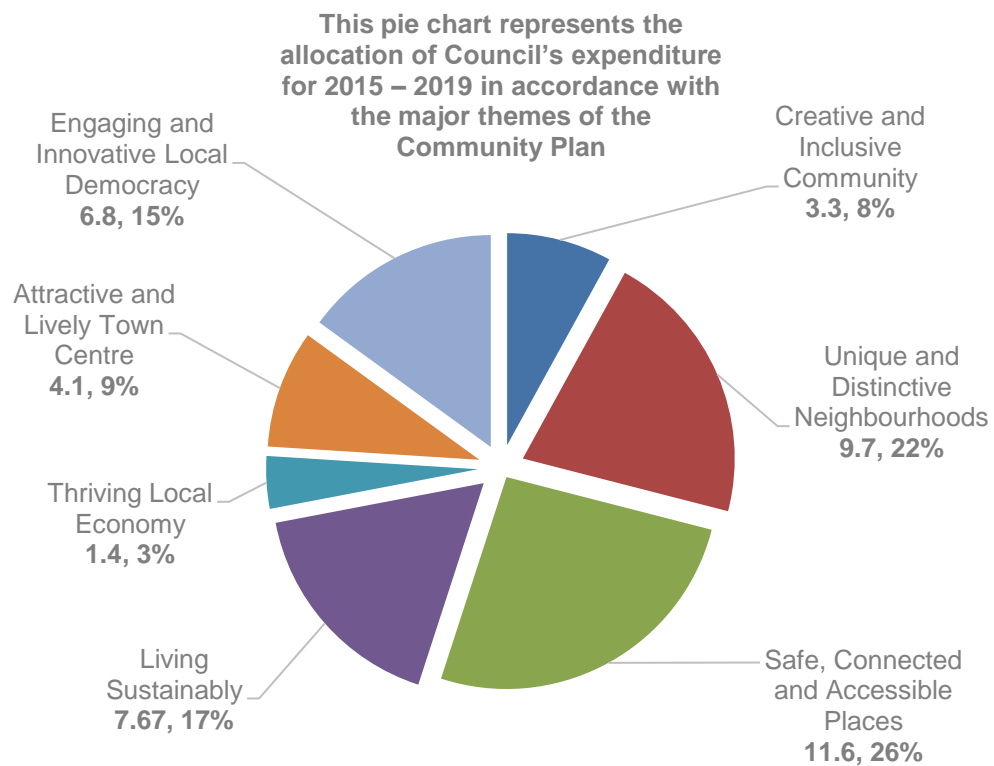


Budget (without SRV)

	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)
INCOME				
OPERATING INCOME				
Community Services	151	157	163	170
Corporate Services Administration	26	27	28	28
Finance & Information Technology	30, 205	31,081	31,985	32,916
Library Services	129	134	140	145
Environmental Health Services	1,595	1,654	1,583	1,647
Development & Building Control, Strategic Planning	563	586	609	633
Works & Property Asset Management	428	445	463	481
Design Services, Plant, Stores				
Construction & Maintenance Works	923	957	991	1,027
Street Cleaning, Solid Waste Collection and Recycling	56	58	61	63
Parks & Gardens, Playing Fields and Tree Management	140	146	151	157
Aquatic Centre	2,130	2,215	2,304	2,396
Total Operating Income	36,346	37,459	38,478	39,665
CAPITAL INCOME				
Construction & Maintenance Works	282	140	140	140
Total Capital Income	282	140	140	140
TOTAL INCOME	36,628	37,599	38,618	39,805

	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)
EXPENDITURE				
OPERATING EXPENDITURE				
Community Services	1,574	1,605	1,637	1,670
Corporate Services Administration	1,940	1,987	2,035	2,085
Finance & Information Technology	3,427	3,111	3,131	3,152
Corporate Governance	1,126	1,415	1,165	1,185
Library Services	1,760	1,803	1,847	1,893
Human Resources	1,231	1,249	1,268	1,287
Environmental Health Services	2,150	2,196	2,112	2,161
Development & Building Control, Strategic Planning	2,843	2,915	2,988	3,064
Works & Property Asset Management Design Services, Plant, Stores	4,354	4,422	4,492	4,564
Construction & Maintenance Works	4,994	5,065	5,138	5,212
Street Cleaning, Solid Waste Collection and Recycling	7,255	7,327	7,400	7,475
Parks & Gardens, Playing Fields and Tree Management	3,127	3,181	3,237	3,295
Aquatic Centre	2,849	2,909	2,970	3,033
Total Operating Expenditure	38,630	39,185	39,421	40,704
CAPITAL EXPENDITURE				
Finance & Information Technology	38	0	0	0
Library Services	275	276	278	279
Works & Property Asset Management Design Services, Plant, Stores	449	451	454	456
Construction & Maintenance Works	3,038	1,009	1,021	1,033
Parks & Gardens, Playing Fields and Tree Management	2,191	93	93	93
Total Capital Expenditure	5,991	1,830	1,845	1,861
TOTAL EXPENDITURE	44,621	41,015	41,266	41,935
NET – RESULTS IN PROGRAMS	(7,993)	(3,416)	(2,649)	(2,130)
Proceeds From Sale of Fixed Assets	(223)	(223)	(223)	(223)
Restricted Assets	3,883	115	115	115

	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)
Loan (Principal Payment) (Net)	(4,269)	(337)	(357)	(378)
PROGRAM BUDGET SURPLUS /(DEFICIT)	(8,156)	(3,415)	(2,667)	(2,170)
Less: Non-Cash Charges				
Depreciation	4,901	4,950	5,000	5,050
Leave Liabilities Movement	790	790	790	790
Profit / Loss of sales	(73)	(73)	(74)	(74)
PROGRAM FUNDING / (DEFICIT)	(2,538)	2,251	3,049	3,595



Creative and Inclusive Community

Ashfield feels like home to everyone. It remains a culturally diverse and welcoming inner-city community. The people of Ashfield care about and support each other, especially those members of the community who are disadvantaged. Ashfield is a creative community where arts and culture abound and people continue to challenge and inspire local identity.



Community Plan Priorities

- Acknowledging and respecting Ashfield's traditional custodians, the Cadigal and Wangal people
- Celebrating & protecting Ashfield's rich multicultural past and present; supporting emerging communities and developing programs that encourage cultural appreciation and harmony
- Improving individual and collective wellbeing with services and programs that support individuals at all stages of life and levels of ability
- Community programs and activities that are accessible
- Creating places that connect people and facilities and public spaces that build community spirit through everyday use
- Encouraging lifelong learning
- Promoting individual and community identity through the arts and culture
- Diverse and affordable housing

Service Levels

- Aquatic Centre open 52 weeks a year
 - Hold 30 Author Talks per year
 - Regular meetings of Councils' Advisory Committees
 - Twice weekly home delivery library service
 - Minimum of 3 artist residencies per year
 - Minimum of 8 Citizenship ceremonies per year
- With SRV
- Contemporary aquatic centre facilities
 - Fit for purpose, condition 3 community halls

Key Performance Indicators

- Attendance at a diverse range of community events and programs
- Accessibility to and utilisation of library services
- Accessibility to and utilisation of aquatic centre and its services
- Community well-being and social equity



COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Foster reconciliation and implement the Reconciliation Action Plan	•	•	•	•
Provide and promote an annual program of community events	•	•	•	•
Provide services and programs at the Ashfield Aquatic Centre	•	•	•	•
Support community capacity building activities through financial grants and provision of services	•	•	•	•
Deliver a diverse range of community development programs services and resources	•	•	•	•
Partner with local agencies to deliver community activities and services	•	•	•	•
Review key State and Commonwealth human services and social welfare policies	•	•	•	•
Promote the provision of affordable housing			•	
Support a Council Volunteer Program	•	•	•	•
Support community gardens	•	•	•	•
Promote Ashfield as an arts and culture hub	•	•	•	•
Deliver workshops and exhibitions through the Artist in Residence program	•	•	•	•
Continue Ashfield Youth Theatre program of workshops and productions	•	•	•	•
Operate and deliver the new Ashfield Youth Centre	•	•	•	•
Promote opportunities for lifelong learning through library services and programs	•	•	•	•
Develop and expand a local studies collection and programs	•	•	•	•
Maintain a range of community facilities and buildings	•	•	•	•
SRV funded projects				
➤ Upgrade the Aquatic Centre	•	•		
➤ Renew and upgrade community halls	•		•	•
➤ Renew and install additional CCTV in and around community buildings		•	•	•
➤ Build new sporting facility at Centenary Park	•	•		



Unique and distinctive neighbourhoods

Ashfield is proud of the unique and distinct character of its neighbourhoods. Urban planning is sensitive to the character and heritage of the area. The streets and parks are clean, green and attractive. The people of Ashfield love their neighbourhood and actively participate in community life.



Community Plan Priorities

- Continue to build on the uniqueness of each distinct neighbourhood by ensuring new development reflects and supports this character.
- Encourage more local employment through diverse and mixed services and facilities. Encourage the revitalisation of local corner stores and business development which supports local jobs
- Creating plans and policies to ensure the distinct urban village atmosphere and local heritage are valued are protected
- Delivering clean, attractive streets, well-maintained footpaths and street furniture that helps to promote pride in our neighbourhoods and create safe, pleasant places
- Ensuring new buildings and public spaces reflect each neighbourhood's specific culture. It is also important to minimise further densities of these areas and develop more open space
- Valuing the history and traditions of each neighbourhood through talks, events and art. Organisations and events which attract high neighbourhood participation will be nurtured and encouraged in order to promote social inclusion for all

Service Levels

- Undertake monthly e-waste collections links
- Undertake a community facility survey every 2 years
- Mow parks fortnightly in summer and monthly in winter
- Empty garbage bins in parks and reserves daily
- Conduct street-sweeping within a 6-8 week turnaround
- Mow each sports field weekly in summer and fortnightly in winter
- Remove graffiti from public amenity within 48 hours of reported graffiti incidences
- Maintain condition standard of Council parks, sportfields, gardens and playgrounds

With SRV

- Council wide parks, gardens, playgrounds improved to Condition 3
- Sportfield irrigation, drainage and lighting brought to condition 3

Key Performance Indicators

- Maintain standard of public facilities
- Maintain standard of streets and paths
- Protect character of our suburbs
- Maintain character of our parks



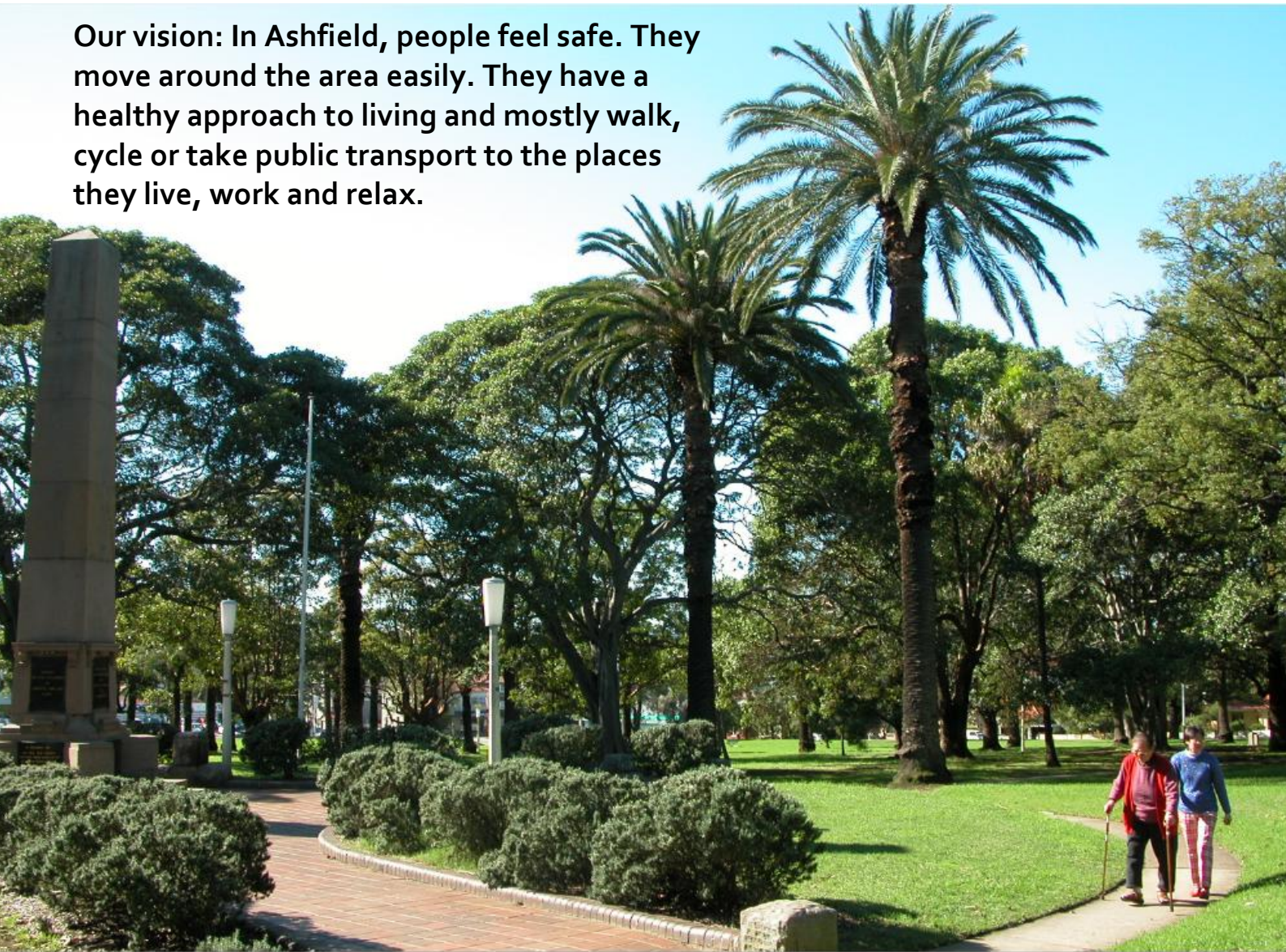
COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Finalise consolidated Ashfield Development Control Plans (DCP)	•			
Finalise new DCP for areas of heritage significance	•			
Finalise new DCP for management of stormwater	•			
Undertake development assessment	•	•	•	•
Promote active and heritage sensitive use of Yasmar	•	•	•	•
Maintain Council's parks, reserves, sporting grounds and facilities	•	•	•	•
Neighbourhood activities incorporated in the annual program of events	•	•	•	•
Provide waste services in neighbourhoods, centres and parks	•	•	•	•
Implement graffiti management strategies	•	•	•	•
Review policy and procedures for parks, trees and reserves	•			
Implement village precinct public domain guidelines	•	•	•	
SRV funded projects				
➤ Gardens infrastructure renewal program	•	•	•	•
➤ Playground equipment renewal and upgrade	•	•		
➤ Sporting ground upgrade irrigation and drainage		•	•	•
➤ Algie and Hammond Park sport field lighting upgrade	•			





Safe, Connected and Accessible Places

Our vision: In Ashfield, people feel safe. They move around the area easily. They have a healthy approach to living and mostly walk, cycle or take public transport to the places they live, work and relax.



Community Plan Priorities

- Promoting sustainable living and improving pedestrian routes, cycleways and an active transport network
- Reducing the reliance on private cars
- Supporting the NSW Government's light rail initiative and lobbying for responsible, accessible and integrated forms of public transport
- Providing a wide variety of facilities and places for recreation and community activities that promote a healthy lifestyle, including development of the new Aquatic Centre
- Providing safe & healthy neighbourhoods

Service Levels

- Review Plans of Management for parks every 5 years
- Replace damaged street signs within 48 hours
- Make footpaths and roads safe within 48 hours
- Maintain civil infrastructure at current standard

With SRV

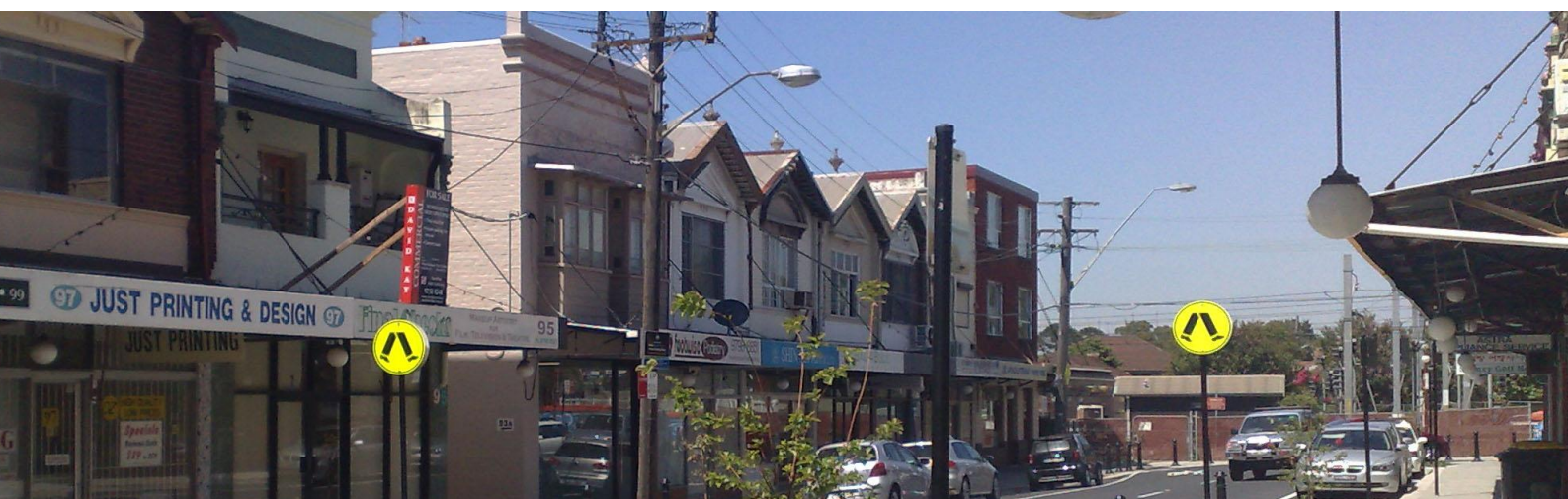
- Reduce condition 4 and 5 civil infrastructure
- Deliver condition 3 average across road and footpath assets

Key Performance Indicators

- State crime statistics for the council area
- Method of transport to work
- Maintenance of footpaths and roads to agreed service levels
- Number of cycling and pedestrian initiatives



COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Undertake LGA wide traffic study	•	•	•	•
Advocate for the community in relation to the proposed West Connex and Parramatta Road Revitalisation Plan	•	•		
Construct a new pedestrian bridge over Dobroyd Canal	•			
Complete accelerated footpath program	•			
Implement Council's road re-sheeting program	•	•	•	•
Maintain Council's community bus	•	•	•	•
Grow partnership strategies for enhancement of public domain	•	•	•	•
Implement the bus shelters/stop upgrade program	•	•	•	•
Develop and implement a Disability Action Plan	•	•	•	•
Implement strategies to improve community safety	•	•	•	•
Local Emergency Management	•	•	•	•
Regulate high risk public health and safety activities	•	•	•	•
Upgrade bike infrastructure plans and way finding signage	•	•		
Manage local traffic facilities and parking measures	•	•	•	•
SRV funded projects				
➤ Accelerated road, kerb & gutter, patching program	•	•	•	•
➤ Dover Street reconstruction		•		
➤ Sloanne Street reconstruction	•			
➤ Arthur Street Reconstruction				•





Living Sustainably

Council, residents and local businesses act responsibly towards and sustain the environment through, prudent waste, energy and water management and the reduction of greenhouse gas emissions, as well as a community which protects and enhances its native and existing flora and native fauna.



Community Plan Priorities

- Encouraging new and renovated buildings to incorporate best-practice energy efficiencies and design features
- Understanding Council's role and responsibility in responding to the impacts of climate change
- Understanding water and energy consumption throughout Council and ensuring Council facilities are energy and water efficient
- Actively reducing stormwater pollution and promoting stormwater awareness in the community
- Reducing the incidence of littering and illegal dumping through community awareness campaigns
- Improving local biodiversity by encouraging residents to landscape with native species
- Campaigning with partner councils and the community to see funding reinstated for the GreenWay shared pathway as part of the State Government's Inner West Light Rail Extension
- Encouraging the community to reduce consumption, increase recycling and take up home composting

Service Levels

- Undertake 2 scheduled bulk kerbside household clean up collections per year
- Hold 10 community sustainability workshops per year
- Review energy use by Council facilities & report usage and anomalies quarterly
- Promote and deliver school sustainability education opportunities annually
- Undertake ongoing program of stormwater pit and pipe cleansing
- Respond to complaints regarding air, water, pollution and dogs within 24 hours
- Maintain waste collection services on weekly and fortnightly collection cycles

With SRV

- Improved stormwater management

Key Performance Indicators

- Education of the Community Household energy and water consumption levels
- Reduce energy and water consumption levels
- Reduce waste to landfill
- Enhanced Greening opportunities and protect bushcare



COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Educate the community on environmental issues to improve sustainability outcomes	•	•	•	•
Ensure Council facilities are energy and water efficient	•	•	•	•
Regulate noise, air, land, water pollution control, feral animals, noxious weeds and exotic flora and fauna	•	•	•	•
Undertake climate adaptation projects	•	•	•	•
Partner with SSROC Councils to deliver “Our Energy Future” Plan	•	•	•	•
Implementation of the Integrated Water Management Plan for Ashfield	•	•	•	•
Manage Council’s stormwater assets	•	•	•	•
Continue with Floodplain Management process across the Local Government Area	•	•	•	
Encourage high standards of environmental performance for new building work and promote adaptive re-use of existing buildings	•	•	•	•
Encourage water sensitive urban design in new developments	•	•	•	•
Ongoing implementation of the GreenWay environmental and active transport corridor	•	•	•	•
Implement waste reduction, resource recovery and sustainability improvement initiatives	•	•	•	•
Provide alternative waste disposal options for the community	•	•	•	•
SRV funded project				
➤ Improved pipe and pit renewal of stormwater drains	•	•	•	•



www.greenway.org.au



Thriving Local Economy

Ashfield is a desirable and thriving economic and cultural destination for locals and visitors alike. There is an eclectic mix of established and new businesses. Residents walk to their local favourite shops and are likely to bump into someone they know.



Community Plan Priorities

- Creating thriving local economies that are sustainable over the long term
- Providing a wide range of jobs that match the needs and skills of residents
- Creating a voluntary sector that is a valued and supported part of the local economy
- Creating main street economies that are vibrant and desirable locations for business, visitors and residents
- Developing strong partnerships between Council and local business as partners in promoting Ashfield
- Making sure our business community complies with best standards in health, hygiene, disability access and building regulation
- Promoting Liverpool Road and the Parramatta Road Enterprise Corridor to business and investment sectors
- Supporting cultural events that attract visitors and support the local economy
- Connectivity and accessibility for visitors to the area
- Supporting youth development initiatives such as traineeships
- Encouraging local business to train and employ mature age, disabled and inexperienced workers

Service Levels

- Run at least 4 business seminars per year
- Issue 4 business newsletters annually
- Run Food Festival every year
- Participate in the Inner West Small Business Expo every year
- Host at least one regional inter-Council/agency meeting every year

With SRV

- Contemporary, quality finishes to our mainstreet public domain
- Upgrade facilities to provide opportunity for local business enterprises

Key Performance Indicators

- Number and percentage of residents employed in the local area
- Number and type of regulatory breaches by businesses within local area
- Time taken to process commercial development applications
- Number of partnership initiatives and events to enhance experience in the town and village centres
- Vacancy rates in business properties
- Approvals for development

FEAST of FLAVOURS

ASHFIELD'S TASTES OF ASIA
FRIDAY OCTOBER 10th 6PM-9PM
 Civic Centre Plaza & Liverpool Road

SUMMER HILL'S NEIGHBOURHOOD FEAST
SUNDAY OCTOBER 12th 10AM-3PM
 Lackey Street

HABERFIELD'S FESTA
SUNDAY NOVEMBER 2nd 11AM-4PM
 Dalhousie & Ramsay Streets

Ashfield Council | Principal Sponsor | Sponsors: ROMEO'S SUPA, IGR, HSBC | Partners: clao, Inner West Courier, 看中國, RTRV, sweets workshop Graphic Design | FESTIVAL HIRE | ASHFIELD HALL

For details contact Ashfield Council on 9716 1800 or www.ashfield.nsw.gov.au

COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Provide and support sustainability initiatives with local businesses	•	•	•	•
Communicate information and increase understanding of government standards and policy	•	•	•	•
Effectively manage outdoor dining and footpath trading and other domain policy	•	•	•	•
Develop and deliver regional partnerships and projects with neighbour councils, agencies and business for mutual economic benefit	•	•	•	•
Undertake regular monitoring of environmental and health responsibilities within the Town Centre	•	•	•	•
Participate in the Sydney International Food Festival program	•	•	•	•
Encourage regional partnerships through the Inner West Small Business Expo	•	•	•	•
Continue regular inspections of businesses and implement regular food safety and regulatory education programs	•	•	•	•
Investigate use of empty shops in Ashfield LGA by 'pop up' businesses	•	•	•	•
SRV funded projects				
➤ Renew street furniture in village centres		•	•	
➤ Paving upgrade in Ashfield town centre	•	•	•	
➤ Upgrade Yeo Park Baby Health Centre and Richard Murden canteen for potential commercial use		•	•	•





Attractive and Lively Town Centre

Ashfield Town Centre is identifiable and enjoyable: a vibrant economic and cultural destination.



Community Plan Priorities

- Enhancing Ashfield Town Centre's distinct commercial, retail, cultural and entertainment facilities ensuring pedestrian friendly public open spaces that are safe and enjoyable for all
- Create an identifiable and enjoyable main street that appeals to residents and visitors
- Create an urban framework that balances access, using various forms of transport, with the need to develop an attractive, enjoyable and safe place
- Develop arts, cultural and entertainment opportunities that reflect Ashfield's diversity
- Encourage new business in the Town Centre
- Beautify the streetscape and public domain
- Urban renewal extended to adjoining laneways and Esplanade and Hercules Street.

Service Levels

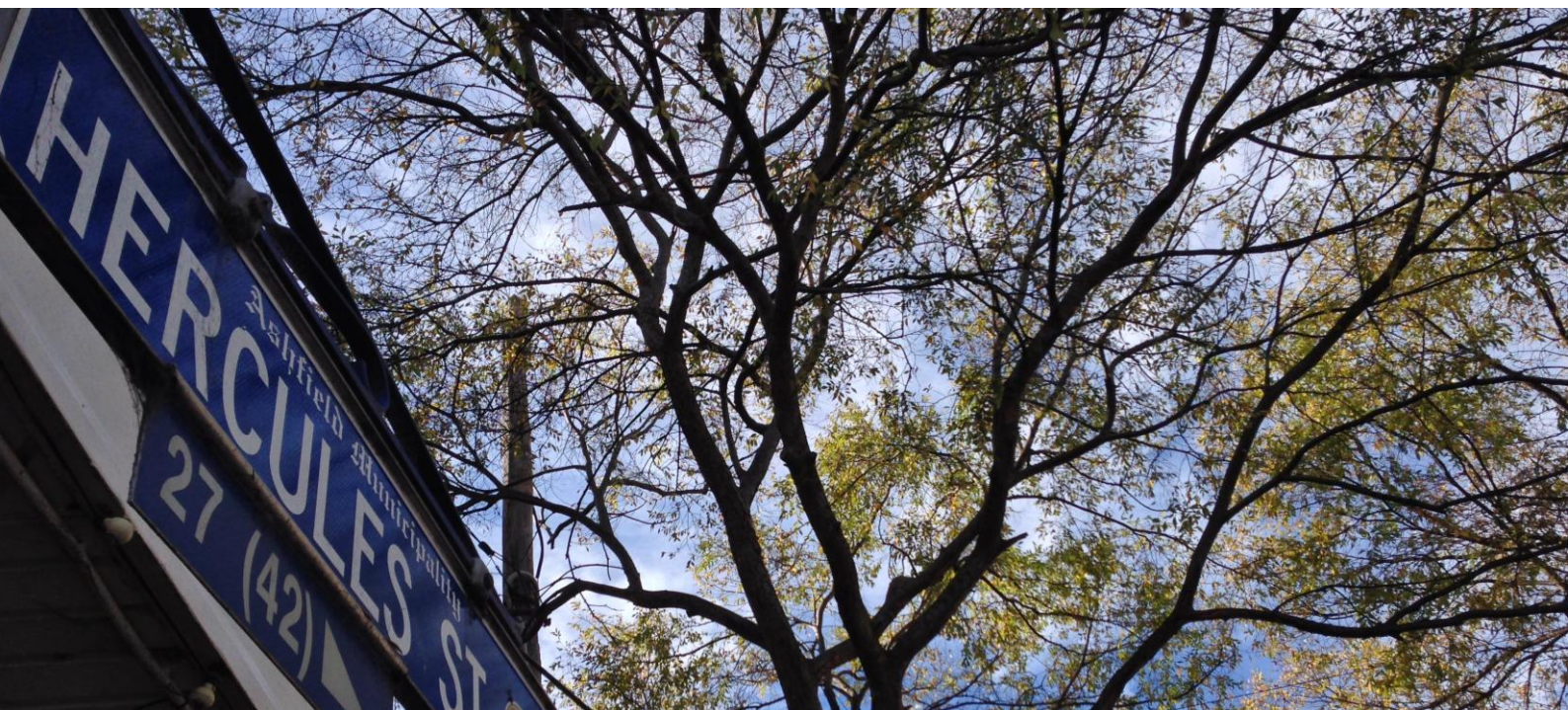
- Remove graffiti on shopfronts within 48 hours of reported graffiti incidences
- Clean Town Centre daily (streets and bins)
- Undertake at least 3 community events per year
- Undertake regular health and hygiene inspections
- Undertake quarterly review of amenity

With SRV

- CBD wide condition 3 paving

Key Performance Indicators

- Overall satisfaction with look, feel and safety of Town Centre
- Visitation to and utilisation of Civic Centre facilities
- Participation and attendance to community events held in the Town Centre
- Approvals for development in Ashfield CBD



COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Implement the Town Centre Public Domain Strategy	•	•		
Fox's Lane upgrade	•			
Gateway treatments	•	•		
Hercules Street redevelopment		•	•	
Esplanade redevelopment			•	•
Promote and activate the use of the new Civic Centre facilities	•	•		
Heritage audit of town centre properties		•	•	
Work with the business community to improve shopfront presentation	•			
Regulate parking patrols and enhance public car parking	•	•	•	•
Implement the Town Centre safety audits	•	•	•	
Promote pedestrian safety and awareness in the town centre	•	•	•	•
In conjunction with local business undertake activities to celebrate community diversity	•	•	•	•
Lobby for commuter car parking	•	•	•	•
In conjunction with local business undertake activities to celebrate community diversity	•	•	•	•
SRV funded project				
➤ CBD public domain /masterplan repaving	•	•	•	•





Fox's Lane

- Legend**
- Existing trees
 - Proposed trees
 - Trees to be removed
 - Proposed understorey planting
 - Proposed planter boxes
 - Heritage buildings

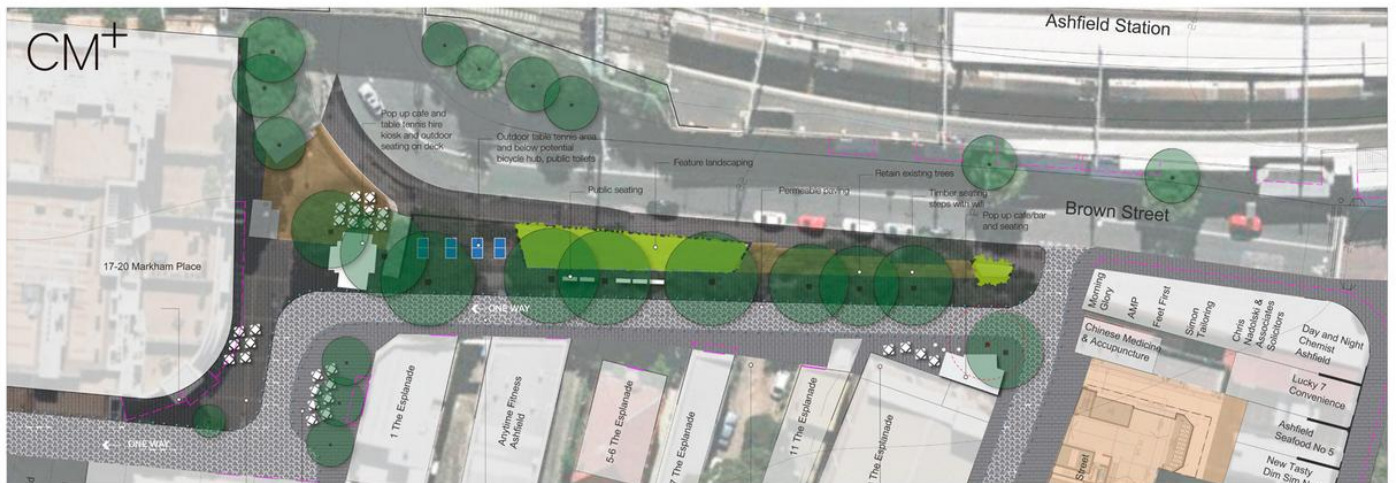
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Existing



Proposed



The Esplanade

- Legend**
- Existing trees
 - Proposed trees
 - Trees to be removed
 - Proposed understorey planting
 - Proposed planter boxes
 - Heritage buildings

Scale 1:200 @ B1



Existing



Proposed

Engaging and Innovative Local Democracy

Council is the place where local democracy happens. Local residents, community groups, service providers, businesses and government organisations work closely with each other and Council to improve the quality of life for everyone. Council is ethical, innovative, engaging and accountable and is a strong advocate for community interests within and outside the local area.



Community Plan Priorities

- As an attractive employment choice for talented people
- As a leader in sustainable local governance
- For responsive and helpful services to all our customers
- For excellence in our community engagement and for listening to and responding to the needs and concerns of all residents
- As a strong advocate for Ashfield by influencing and participating in policy development
- For best-practice processes and programs for protecting the environment and promoting the use of renewable resources
- As financially viable and providing value for money in the delivery of services
- As open and accountable for the use of community resources

Service Levels

- Undertake 3 internal audits per year
- Respond to customer requests within 10 days
- Weekly advertisement regarding activities
- Disseminate 4 community newsletters per year
- Hold at least 10 Council meetings per year
- 100% of staff receive annual performance assessments
- All staff attend at least 2 staff development activities per year

Key Performance Indicators

- Operating within approved financial budget
- Opportunities for participation in democratic processes
- Retention of staff
- Business excellence and continuous improvement
- Overall community satisfaction



COUNCIL PLAN	2015/16	2016/17	2017/18	2018/19
Provide staff with the required skills to deliver Council services	•	•	•	•
Implement the Equal Employment Opportunity Plan	•	•	•	•
Provide a workplace that is healthy and safe	•	•	•	•
Inform and communicate with residents on Council and community issues using a variety of communication mediums	•	•	•	•
Provide transparency through public access to council information	•	•	•	•
Implement resourcing strategies contained in the:-				
- long term financial plan	•	•	•	•
- asset management plans	•	•	•	•
- workforce plan	•	•	•	•
Ongoing implementation of the Risk Management Strategy	•	•	•	•
Deliver an Internal Audit Program	•	•	•	•
Continue to implement good governance and corruption prevention strategies	•	•	•	•
Implement Council-wide best value service reviews	•	•	•	•
Undertake regular consultation and engagement with the community on matters that affect them	•	•	•	•
Resource committees and encourage community participation in Council activities	•	•	•	•
Show policy and advocacy leadership on issues impacting on and of concern to the community	•	•	•	•
Review and update Council's policies, plans and procedures	•	•	•	•
Develop an Information Technology Strategy	•	•	•	•
Work with Council staff to improve corporate sustainability	•	•	•	•





For more information:

Contact Ashfield Council

Civic Centre

260 Liverpool Road, Ashfield , NSW 2131

PO Box 1145, Ashfield , NSW 1800

Telephone: (02) 9716 1800

Facsimile: (02) 9716 1911

Email: info@ashfield.nsw.gov.au

Or visit our Customer Service Centre

based at the Civic Centre between

8:30am and 5:00pm Monday to Friday

www.ashfield.nsw.gov.au

PHOTO CREDITS

Page 19 – Ashfield Youth Theatre,

Pollyanna Norwicki

Page 32 – Young bushcare volunteers,

Adam Ward