

STRATHFIELD

2035



Community  
Strategic Plan





## Recognition of Traditional Custodians

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

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# Mayor's Message

*On behalf of Strathfield Council,  
I am pleased to present the Strathfield  
2035 Community Strategic Plan.*



The Plan represents our community's long term vision for Strathfield's future and how Council intends to work with residents, schools, businesses and government. In developing the plan, Council undertook significant engagement to hear the views and perspectives of the wider Strathfield community and its stakeholders.

Our community have told us that they recognise the importance of integrated and connected transport networks, high quality development and urban design, protection and enhancement of Strathfield open and green spaces and natural environment, protecting our heritage and local character, ensuring that infrastructure and services are accessible to our existing and growing community and that Strathfield is safe with well-maintained neighbourhoods, town and village centres.

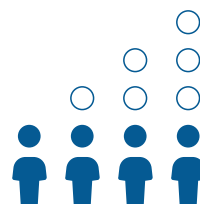
However, the heart of Strathfield is our people and ensuring that our local community which covers a wide expanse of diversity in age, culture, language and interests remains connected, cohesive welcoming and inclusive for newly arrived and long-term residents.

The Community Strategic Plan is the community's plan. It was created from a strong foundation of engagement, research and analysis. The plan maps out five key themes, based on the community priorities and vision for the future. To achieve the community's vision and deliver on priorities, the Council and its staff are committed to delivering services and programs, advocating to other tiers of government on behalf of the community and working in partnerships with the community, businesses and governments.

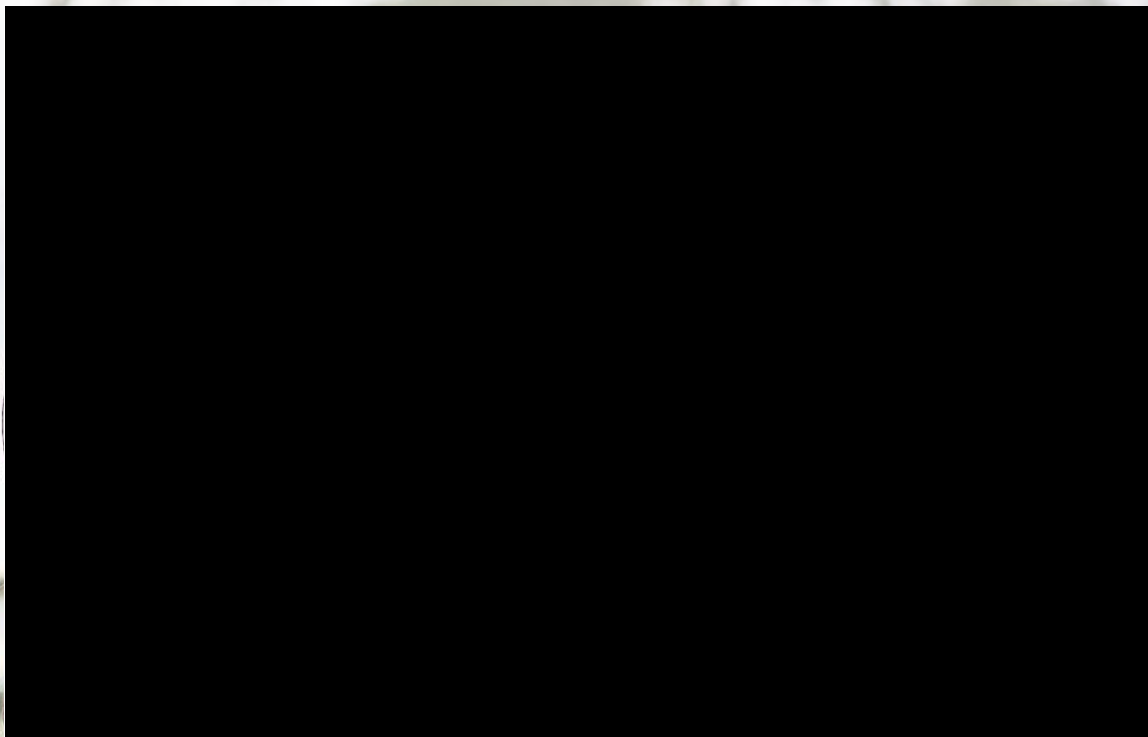
Together we can ensure that Strathfield is a great place to live, work and visit.

**Cr Matthew Blackmore**

Mayor of Strathfield  
2022







# Introduction

The Community Strategic Plan 'Strathfield 2035' has been prepared by Strathfield Council in partnership with local residents, other levels of government that deliver services in the Strathfield Local Government Area (LGA), community organisations, sporting groups, schools and businesses.

The Plan provides long term direction for the Strathfield Local Government Area (LGA) and is Council's overarching plan in the Integrated Planning and Reporting (IPR) framework. The Plan provides guidance for the alignment of Council's resources to meet community priorities, responds to state and regional plans and provides guidance for other stakeholders (organisations, government agencies, business and individuals) in planning and delivering services for our area.

The IPR framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction. Council acknowledges that today's decisions and actions have an impact on the quality of life of both current and future communities and a long-term planned approach is necessary to deliver a sustainable and liveable Strathfield 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.

The Plan is founded on the quadruple bottom line (QBL) approach, which integrates environmental, social, economic and civic leadership considerations into planning and actions. Plans are regularly monitored against a range of measures that respond to the QBL framework, allowing aspects of environment, social, economic and civic leadership to be tracked over the long-term.

Strathfield Council adopted its first Community Strategic Plan in 2012, which was substantially revised and adopted in 2018 as 'Strathfield 2030'. This new Plan 'Strathfield 2035' builds upon themes from previous plans drawing from a decade of regular engagement.

Preparation of this plan has been informed by assessing the challenges facing the Strathfield LGA. Since the adoption of the previous plan, significant changes and events have occurred which have significant impact on the Strathfield LGA, changes in regional and local plans, particularly to respond to NSW Government targets for increasing population and housing in the LGA. The measures taken to reduce the COVID pandemic spread commenced in early 2020 which had effect on health, migration, business, and employment, but due to restriction on movement and travel it highlighted the importance of the local area e.g. local facilities, open space and shops and the connections and cohesiveness of their communities. With increasing frequency of heatwaves and flash flooding incidents, there is increasing awareness of the changes to the environment.

The draft Community Strategic Plan was placed on public exhibition from 5 May to 2 June 2022 and adopted by Council on 7 June 2022. The Operational Plan and Budget are reviewed and adopted annually.





# Our Community Vision 2035

Our Vision reflects the community's expressed aspirations for the future of the Strathfield Local Government Area to 2035. It incorporates the stated community values and priorities and has been developed from community engagement.

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



# About this plan

The Community Strategic Plan 'Strathfield 2035' is Council's overarching strategic plan. It reflects the Community Vision and defines a sustainable direction for the Strathfield Local Government Area (LGA) to meet the needs of our community for the next 10 years and beyond.

Strathfield 2035 is designed to address four questions for the community:

- 1 Where are we now?
- 2 Where do we want to be in 10 or more years' time?
- 3 How will we get there?
- 4 How will we know when we've arrived?

## HOW THE PLAN WORKS

The *Local Government Act (Planning & Reporting) 2009* (NSW), established the Integrated Planning and Reporting (IPR) framework to improve long-term financial sustainability, asset management, community engagement, and organisational planning in local government. This legislation requires all councils in NSW to take an integrated approach to strategic planning and financial management.

The IPR framework connects Council's various strategic plans. Drawing these plans and resources together supports closer collaborations between Council, the community and our partners to realise our shared vision.

The **Community Strategic Plan** is prepared for a period of at least 10 years and is informed by Community Engagement. The Community Strategic Plan identifies the main priorities and aspirations for the Strathfield LGA, the strategies to achieve these objectives, and how progress will be measured.

The **Resourcing Strategy** details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program. The Resourcing Strategy includes the Long Term Financial Plan, Workforce Management Strategy and Asset Management Strategy, policy and plans.

The **Delivery Program 2022-2026** is a four year plan that sets out the activities that Council will undertake to meet the community aspirations detailed in the Community Strategic Plan. It is intended to broadly align with the elected Council term.





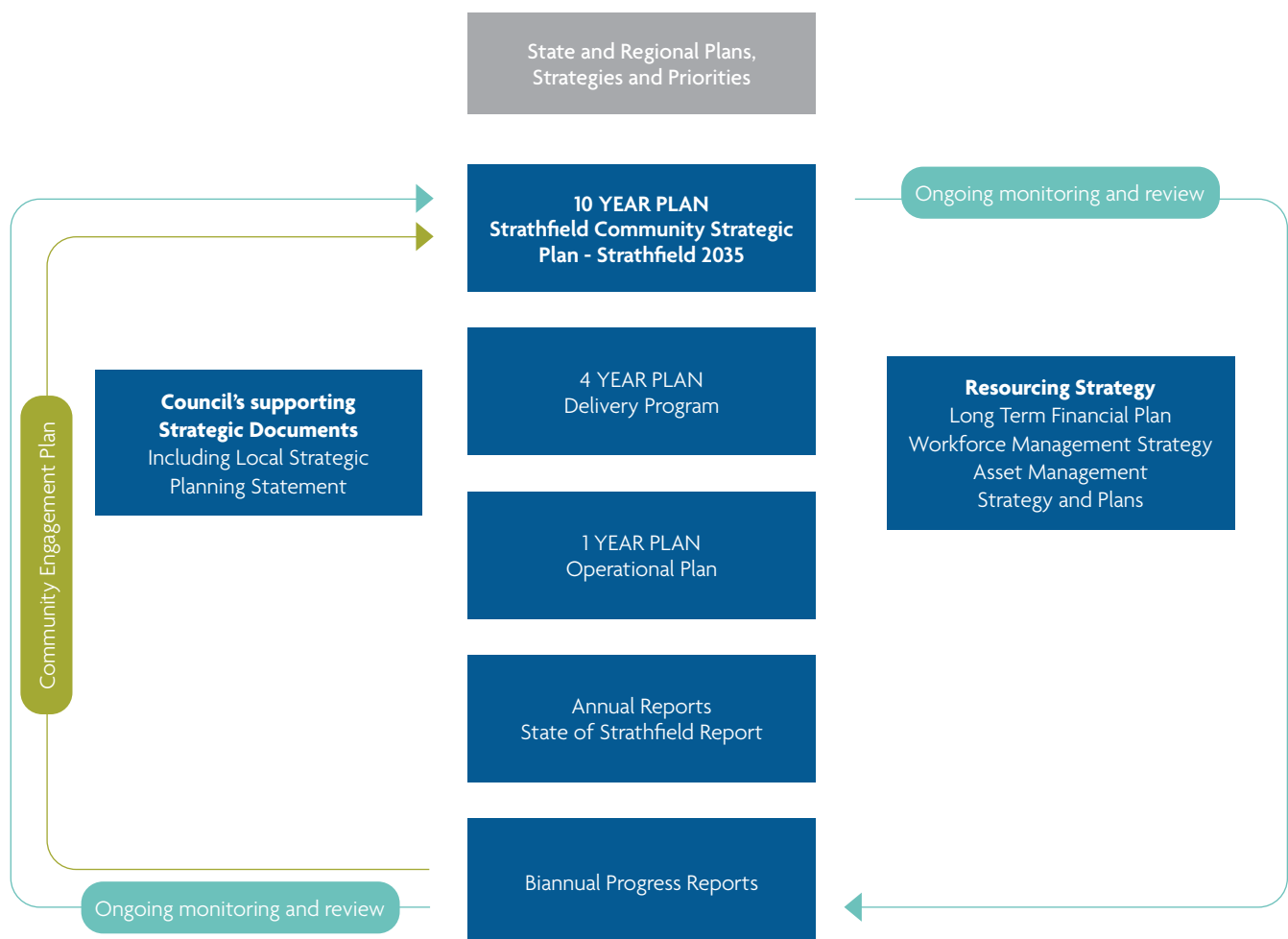
The **Operational Plan** is adopted annually and includes a budget and fees and charges. The plan incorporates all the actions Council will undertake in the financial year and details how the delivery of these actions will be measured.

The **Community Engagement Strategy** is based on the social justice principles of access, equity, participation and rights. It identifies relevant stakeholder groups in the community and outlines how Council will engage with each of these groups to develop and implement the Community Strategic Plan.

**Annual and Six-monthly Reports** will be prepared by Council to measure its performance against targets set out in the Delivery Program. A **State of Strathfield** report on the progress of the implementation of the Community Strategic Plan will be presented to Council after the commencement of the next Council term in 2024.

The State of the Environment Report is no longer a mandatory requirement. Environmental reporting has been incorporated into Council's Annual and State of Strathfield Reports.

## THE IPR FRAMEWORK



# Guiding Principles

*The community vision sets a clear objective for the implementation of the goals and strategies of Strathfield 2035.*

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

## EQUITY

fairness in the distribution of resources.

## RIGHTS

rights are recognised and promoted.

## ACCESS

fair access to the economic resources and services essential to meet basic needs and to improve quality of life.

## PARTICIPATION

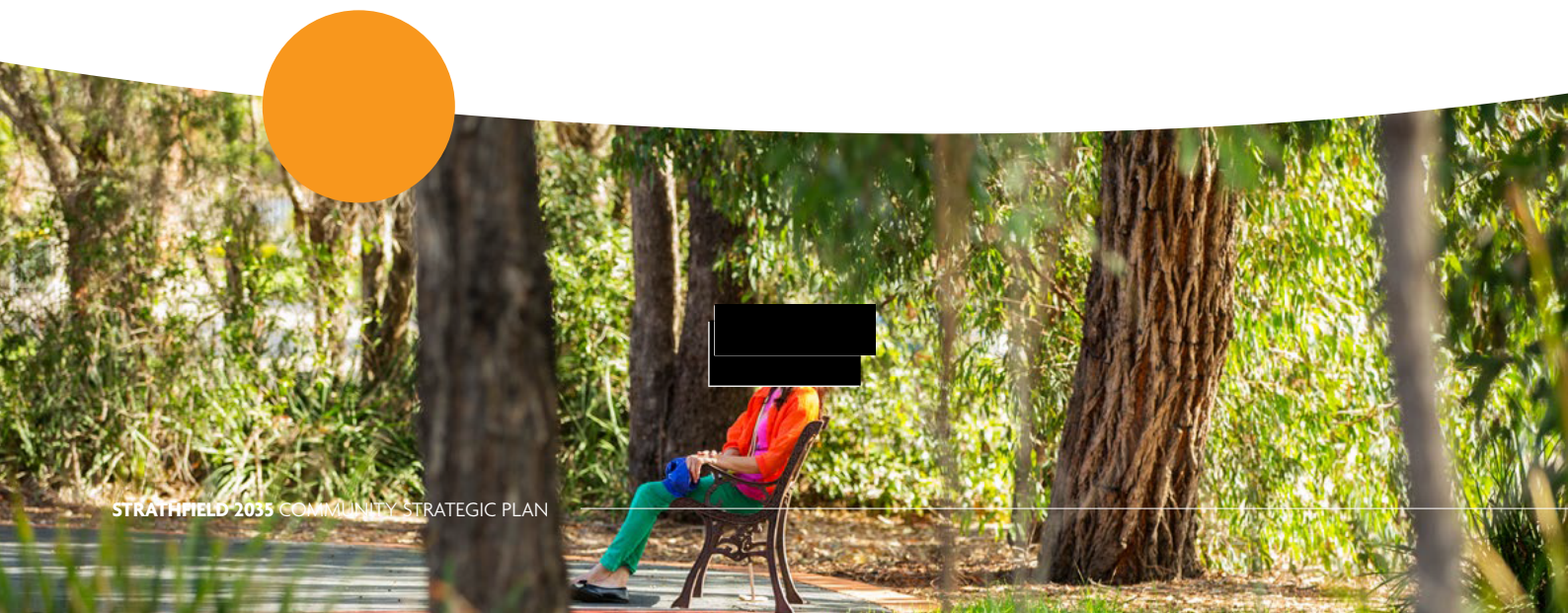
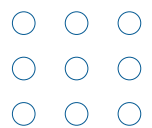
opportunity for genuine participation and consultation about decisions affecting lives.

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

Council has adopted the Disability Inclusion Plan 2020-2024 and is committed to implementing this plan and the *Disability Discrimination Act 1992* (Comm) and the *Disability Inclusion Act 2014* (NSW).

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

This Plan's is organised across five Themes or Priority Areas to reflect a range of environmental, economic, social and civic leadership considerations.





# Councillors

Strathfield's Councillors were elected in December 2021 and will serve until the next election in September 2024. The Mayor and Deputy Mayor, Cr Matthew Blackmore and Cr Karen Pensabene were elected in January 2022.



Mayor  
**Matthew Blackmore**



Deputy Mayor  
**Karen Pensabene**



Councillor  
**Benjamin Cai**



Councillor  
**Raj Datta**



Councillor  
**Nella Hall**



Councillor  
**Sharangan Maheswaran**



Councillor  
**Sandy Reddy**

# About Strathfield

# 2

*The Strathfield LGA is located in Sydney's Inner West halfway between Sydney's Central Business District (CBD) and Parramatta's CBD. The LGA is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and GPOP rail line to the west.*

The Strathfield Local Government Area (LGA) has a total area of approximately 14.1 square kilometres and 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.

The traditional owners of the land are the Wangal clan of the Darug tribe. European settlement commenced in the 18th century, which displaced the Wangal people from their land. Through waves of development and change, Strathfield LGA has developed well established residential areas known for its historic homes and modern architecture set within established gardens. The area is also known for its well respected private and public schools and educational establishments.

Strathfield LGA is supported by major transport systems including three rail stations and major roadways including Parramatta Road, M4/ Westconnex and Hume Highway. Our road and rail networks play an important role in moving freight within the Eastern District and Greater Sydney. It features a variety of town and neighbourhood centres with shops and cafes, significant commercial and industrial areas including the Enfield Intermodal Logistics Centre, and access to regional attractions such as Sydney Markets, DFO, Sydney Olympic Park and Rookwood Cemetery.



**14.1** square kilometres



Supported by major transport systems including major roadways and **3 train stations**



**Significant parklands,** open space and bushland reserves

The Strathfield LGA has significant parklands, open space, environmental and bushland reserves including major open space corridors adjacent to the Cooks River and Powells Creek, which provide pathway connectivity to other LGA's parks and biodiversity corridors.





## POPULATION

47,705

Population  
Strathfield  
LGA (2021)

82,500

Estimated population 2041

Largest population  
segment (23.1%) Young  
workforce (2016)25-34  
years

31%

Aged less than 24 years (2020)



32.4 years

Median Age (2020)



12%

Aged over 65 years (2020)



56%

Residents born overseas (2016)



64%

Residents speaking a language  
other than English at home (2016)

4.2%

Residents requiring assistance  
due to disability (2016)

## ECONOMIC



\$4.23 billion

Contribution to  
Gross Regional Product (GRP) (2021)

28,848

Jobs in Strathfield LGA (2021)



6,548

Local businesses (2021)



65%

Resident employment participation rate (2020)

LARGEST AREAS OF RESIDENT  
EMPLOYMENT

Health Care and Social Assistance (2016)

## LARGEST INDUSTRIES

Transport, Postal and Warehousing, retail  
and wholesale trade, construction and  
education and training

72.2%

Completed Year 12 schooling (2016)



38%

University Qualification (2016)



31.8%

Professional Workers (2016)

## ENVIRONMENT

9% of total  
land area

Open space Strathfield LGA



16.2%

Tree Canopy Strathfield LGA (2020)



40.3%

Living in detached houses (2016)



57.8%

Living in medium &amp; high rise units (2016)



37.5%

Family households (2016)



20.4%

Couples without children (2016)



7.6%

Group households (2016)



16.3%

Lone person households (2016)



50%

Home owner/purchasing (2016)



35.7%

Renting (private) (2016)



3.9%

Social housing (2016)

OUR CIVIC LEADERSHIP

Strathfield Council is the local government authority for the Municipality of Strathfield. Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in December 2021 with the next election scheduled for September 2024.

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druiitt Town (formerly located in parts of southern and western Strathfield). The Council area has expanded in size with addition of new areas. This includes additions of the Flemington area (now Homebush West) in 1892 and the Richmond Road precinct in 1930, the former Homebush Council in 1947 and the west ward of the former Enfield Council in 1949. There have been two minor boundary adjustments in 1953 and 1992 with the former Bankstown and Auburn Councils respectively.

The Strathfield Council area is located in the federal electorates of Reid and Watson. The current elected representatives are for the electorate of Reid, Fiona Martin MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. The electorate of Strathfield is represented by Jason Yat-Sen Li MP (Labor Party) and electorate of Lakemba by Jihad Dib MP (Labor Party).

2 June 1885

Strathfield Council was incorporated

47,705

Estimated residential population

OUR PEOPLE

The estimated residential population (ERP) of the Strathfield LGA is 47,705 (2021). The LGA is experiencing a significant and steady increase in population, primarily in response to greater housing supply in the form of new unit developments located near major transport hubs and along Parramatta and Liverpool Roads. The NSW Government's population target for Strathfield LGA is 82,500 people by 2041 residing in around 30,000 dwellings.

Suburb	Est. Residential Population (2021)	Suburb land area km <sup>2</sup>	Density (persons) per km <sup>2</sup> (2021)
Strathfield	19,845	5.63	3,526
Strathfield South	3,858	2.56	1,506
Homebush	9,692	2.41	4,524
Homebush West	10,514	1.56	6,739
Greenacre	2,281	1.45	1,570
Belfield	1,463	0.52	2,796

The Strathfield Town Centre, a subset of the suburb of Strathfield, has an estimated population of 4,038 with a population density of 18,570 persons per square km (2021).

Strathfield LGA is highly culturally and linguistically diverse. About 56% of residents were born overseas and 64% of residents speak a language other than English at home (2016). 0.03% of our population identified as Aboriginal (2016).

People aged 25-34 years total 23.1% of the LGA population and are the largest population group. This group constitutes one of the largest young worker populations in Greater Sydney. Due to the large younger demographic, all age groups over 35 years are proportionally smaller than the Greater Sydney average, though overall all age groups are numerically increasing.



## OUR ECONOMY

Strathfield LGA contains significant industrial and commercial areas and is an important location for business and industry. The Strathfield LGA provides 28,848 jobs and has 6,548 businesses registered (ABS 2020). Its estimated Gross Regional Product was \$4.23 billion (2020) and the largest industries include transport, postal and warehousing

About 65% of Strathfield's local residents participate in the labour force (2020). The highest areas of occupation are health care and social assistance, professional, scientific and technical services and retail (2016).

Strathfield's industrial and commercial areas provide strategic links to the metropolitan economy with access to high value consumer markets locally and outside the region and to key distribution networks and supply chain infrastructure essential for producers. Important road connections include Parramatta Road/ Great Western Highway, M4 Western Motorway, M5 South Western Motorway and Liverpool Road/Hume Highway which move both people and goods.

The LGA also supports major rail infrastructure within its boundaries, which facilitates substantial passenger and freight movement across the Greater Sydney Region. The LGA has three rail stations at Strathfield,

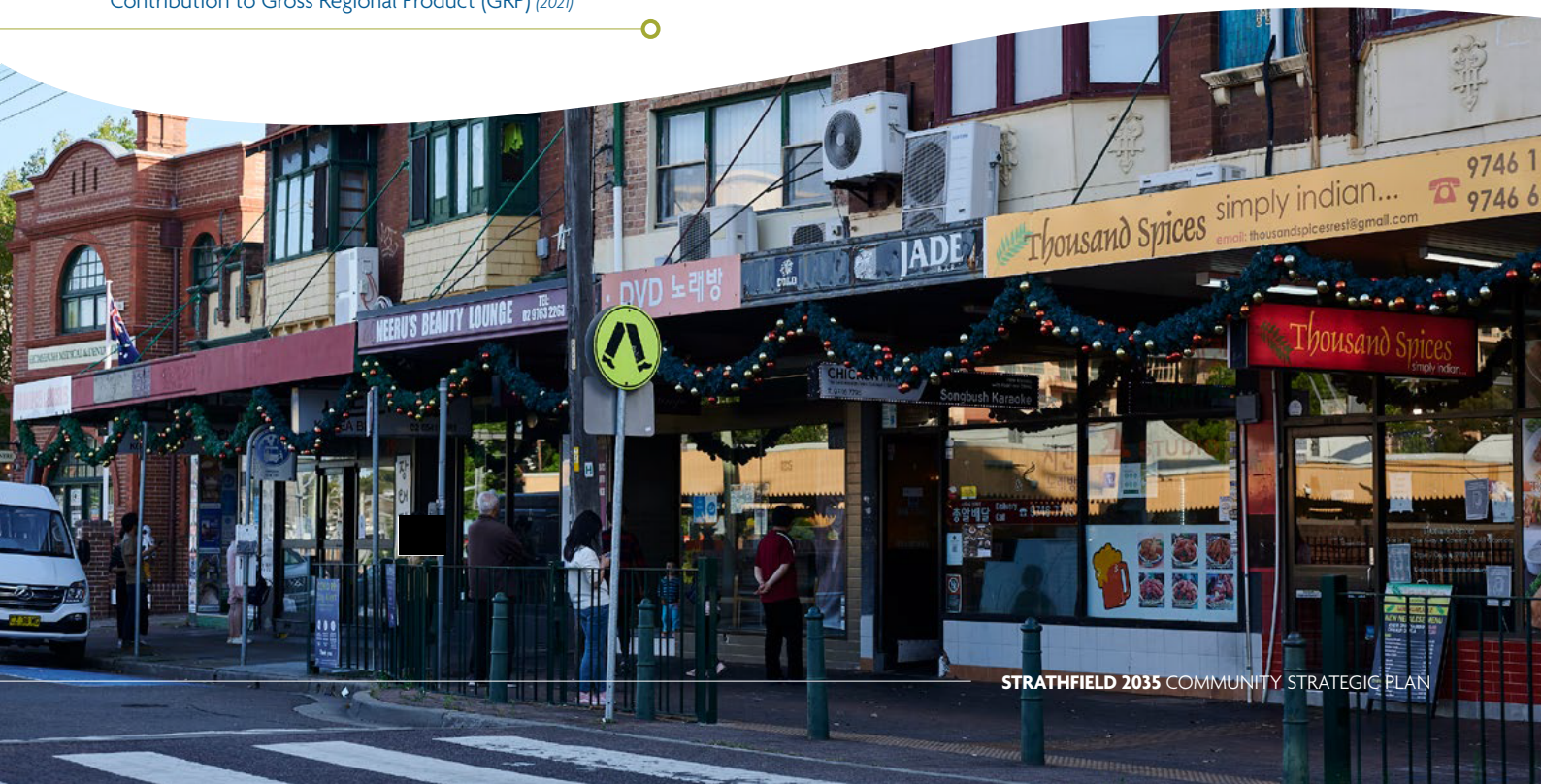
Homebush and Flemington which are situated along the Western Rail Line. Freight movement through the LGA connects supplier and distribution channels from the west, southwest, north and northwest directly to the main export terminals in Port Botany and beyond. The Enfield Intermodal Logistics Centre (EILC) in Strathfield South supports the future infrastructure demands of the metropolitan economy and is a key trade gateway connecting the people and business of NSW to global markets.

Other key regional economic drivers within or in proximity to Strathfield include Sydney Markets, the largest fruit and vegetable market in Australia and the facilities at Sydney Olympic Park. Leading public and private schools and tertiary institutions such as the Australian Catholic University, University of Sydney (Faculty of Health Sciences) and TAFE Western Sydney Institute all have a local presence.

There are a number of shopping and town centre precincts across the LGA. Centres range from the larger Strathfield Town Centre to smaller village centres of Homebush, Homebush West, Strathfield South and Cave Road as well as Sydney Markets. Shopping centres are generally located near transport interchanges and provide a range of services, food options and places for people to meet and socialise.

 **\$4.23** billion

Contribution to Gross Regional Product (GRP) (2021)





## OUR ENVIRONMENT

Strathfield is known for its well established residential areas featuring historic homes and modern architecture set within established gardens. Residential areas in the LGA generally feature defined streetscapes with wide leafy tree lined avenues, grassed nature strips, landscaped front setbacks and established tree canopies. Heritage buildings, landscapes and conservation areas dating from the 1870s contribute to the area's unique local character and reflect Strathfield's waves of residential, economic and social development.

Since the early 2000's, Strathfield LGA has experienced significant and steady increases in unit development particularly located near major transport hubs and along Parramatta and Liverpool Roads. The NSW population and housing targets have continued to increase and currently project an estimated population of 82,500 by 2041. The last Census in 2016 recorded around 60% of the residential population living primarily in multi-unit developments with around 40% in detached houses. The majority of residents are living in units located primarily in the Strathfield Town Centre, Homebush and Homebush West. The increasing population and changing urban environment has a significant impact on the built and natural environment.

Whilst the LGA is largely developed, the natural environment plays a vital role in contributing to local and regional ecosystems and human settlements. The tree lined streets, well-kept gardens, playing fields, biodiversity corridors and parks contribute to the area's cultural identity. Approximately 9% of the LGA is open space, which is utilised for parks, reserves and for the conservation of environmentally sensitive areas. Parks can be found throughout the LGA including a large concentration of open space in the south adjacent to the Cook's River and in the north adjacent to Powell's Creek. Areas of open space on river foreshores provide important habitat linkages and potential for riparian restoration.

Strathfield's main waterways include Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Cocks Creek and the Cooks River, which flow to the southeast to Botany Bay. The LGA is divided into Cooks River and Parramatta River catchments.



Strathfield's tree canopy includes remnant trees and vegetation as well as exotic ornamentals and native rainforest trees, which define the landscape character of Strathfield but have important environmental value especially in addressing urban heat impacts. While certain areas of the LGA have an extensive established tree canopy the overall canopy of the LGA is only 16.2%. This is partly due to significant areas of industrial, rail and urban services land with low tree canopies, but also due to diminishing tree canopies on private land.

The main natural areas in the LGA containing remnant native vegetation are located at Mason Park Wetlands – Coastal Saltmarsh, Cooks River/ Castlereagh Ironbark Forest at Cocks Creek, Weeroona Road and Davidson Street. A number of endangered species are present within the LGA including the Green and Golden Bell-Frog (*Litoria aurea*) and Downy Wattle (*Acacia pubescens*). Mason Park Wetlands in Homebush receives migratory wader birds from the Northern Hemisphere through spring and summer each year and has international biodiversity significance with a remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water.

# Our Place in Greater Sydney and in NSW

*State and regional plans have been considered in the development of the Community Strategic Plan in order to integrate plans across tiers of government to deliver consistency and effective service and infrastructure delivery.*

## STATE PLANNING, EASTERN CITY DISTRICT PLAN

Strathfield LGA is part of the Greater Sydney Region and is included in the Eastern City District Plan. The District Plan informs local council planning and influences the decisions of state agencies.

The Eastern City District Plan contains four key themes of infrastructure and collaboration, liveability, productivity and sustainability.

The region and Strathfield LGA are impacted by targets for population and housing growth. Council's Local Strategic Planning Statement (LSPS) was adopted in 2020 and aligns with the Eastern City District Plan. The LSPS identifies a series of actions to provide homes, jobs and related infrastructure to support future growth. It is also informed by other State and Regional strategies including the NSW Government's Regional Plan – A Metropolis of Three Cities, Future Transport Strategy 2056 and the State Infrastructure Strategy 2018-2038.

Eastern City District Plan	CSP Themes				
	Connectivity	Community Wellbeing	Celebrating Culture & Place	Liveable Neighbourhoods	Responsible Leadership
Adapting to a changing world	✓	✓	✓	✓	✓
Celebrating diversity and putting people at the heart of planning	✓	✓	✓	✓	
Creating the conditions for a stronger economy			✓	✓	✓
Designing places for people	✓			✓	
Developing a more accessible and walkable city	✓	✓	✓	✓	
Giving people housing choices				✓	
Infrastructure supporting new developments	✓	✓		✓	
Using resources wisely				✓	✓
Valuing green spaces and landscape		✓		✓	
Working together to grow a Greater Sydney	✓	✓	✓	✓	✓

## PREMIERS PRIORITIES

At the State level, in 2019 the NSW Premier set 14 new Priorities to tackle tough community challenges and lift the quality of life for all citizens. The NSW Government's key policy priorities are:

- a strong economy
- highest quality education
- well connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

## RESILIENT SYDNEY – A STRATEGY FOR CITY RESILIENCE 2018

Resilient Sydney Strategy for City Resilience was adopted in 2018. It is a strategy for all of metropolitan Sydney to build more resilient communities. It has been developed with input from Sydney's metropolitan councils and contributors from the NSW Government, business and community organisations. The strategy sets directions to strengthen our ability to survive, adapt and thrive in the face of increasing

global uncertainty and local shocks and stresses and calls for business, government, academia, communities and individuals to lead and work as one city. Strathfield Council is a member of the Resilient Cities program. Actions that support resilience strategies are included in the identified in the Community Wellbeing Theme Goal 2.3

## STRATHFIELD LOCAL STRATEGIC PLANNING STATEMENT (LSPS)

Strathfield 2035, our Local Strategic Planning Statement (LSPS) was adopted in 2020 and aligns with the Community Strategic Plan. It sets out the 20-year vision for land-use in the local area, the special character and values that are to be preserved and how change will be managed into the future. The LSPS is informed by other State and Regional strategies including the NSW Government's Regional Plan – A Metropolis of Three Cities, Future Transport Strategy 2056 and the State Infrastructure Strategy 2018-2038. The table below indicates the links between the LSPS and Strathfield 2035 Community Strategic Plan.

Local Strategic Planning Statement (LSPS) Strategies	Alignment with Community Strategic Plan Goals and Strategies
<b>Infrastructure and Collaboration</b>	
<b>P1:</b> Collaboration ensures growth is sustained by well-planned and accessible infrastructure	Connectivity Theme Goal 1.1 & Strategies 1.1.1 & 1.1.2
<b>P2:</b> Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas	Connectivity Theme Goal 1.2. Strategies 1.2.1 & 1.2.2
<b>P3:</b> Freight corridors and local servicing meets needs with minimal impact on neighbourhoods and centres	Connectivity Theme Goal 1.1 & Strategies 1.1.1 & 1.1.2
<b>P4:</b> Digital infrastructure enables our community, businesses and service providers to grow	Connectivity Theme Goal 1.3 & Strategy 1.3.2
<b>Liveability</b>	
<b>P5:</b> Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities	Community Wellbeing Goal 2.2 & Strategy 2.2.1 Celebrating Culture and Place Theme Goal 3.1 & Strategy 3.1.1
<b>P6:</b> Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods	Connectivity Theme Goal 1.1 & Strategy 1.1.1 Liveable Neighbourhoods Theme Goals 4.1, 4.3 & Strategies 4.1.1, 4.3.1
<b>P7:</b> Quality urban design complements all heritage and neighbourhood character	Liveable Neighbourhoods Theme Goal 4.1 & Strategy 4.1.1
<b>P8:</b> Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport	Liveable Neighbourhoods Theme Goal 4.1 & Strategy 4.1.1



Local Strategic Planning Statement (LSPS) Strategies	Alignment with Community Strategic Plan Goals and Strategies
<b>Productivity</b>	
<b>P9:</b> Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities	Community Wellbeing Theme Goal 2.3 & Strategy 2.3.1 Celebrating Culture and Place Theme Goals 3.1, 3.2 & Strategies 3.1.1, 3.2.1
<b>P10:</b> Industrial land and precincts deliver district and local urban services and provide activated spaces with minimal impact on neighbourhoods	Celebrating Culture and Place Theme Goal 3.1 & Strategy 3.1.1
<b>P11:</b> Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors	Celebrating Culture and Place Theme Goal 3.1 & Strategies 3.1.1, 3.1.2
<b>P12:</b> Our specialised education cluster provides opportunities for learning, innovation and collaboration	Celebrating Culture and Place Theme Goal 3.1 & Strategy 3.1.1
<b>Sustainability</b>	
<b>P13:</b> Biodiversity and ecological health and resiliency is conserved, restored and enhanced	Liveable Neighbourhoods Theme Goal 4.3 & Strategy 4.3.1
<b>P14:</b> The Cooks River and Parramatta River catchments and waterways are healthy and accessible	Liveable Neighbourhoods Theme Goal 4.3 & Strategy 4.3.2
<b>P15:</b> Quality open spaces and thriving green corridors offset the impacts of growth across the LGA	Liveable Neighbourhoods Theme Goals 4.1, 4.3 & Strategies 4.1.1, 4.3.1
<b>P16:</b> A healthy built environment delivers sustainable and resource efficient outcomes	Liveable Neighbourhoods Theme Goals 4.1, 4.3 & Strategies 4.1.1 & 4.3.4
<b>P17:</b> Hazards are minimised and infrastructure supports resiliency	Community Wellbeing Goal 2.3 & Strategy 2.3.3
<b>P18:</b> Our community is involved in designing Strathfield's future	Responsible Leadership Theme Goal 5.1 & Strategy 5.1.1

## STRATHFIELD COUNCIL PLANS AND STRATEGIES

Strathfield Council has adopted the following plans and strategies:

- Strathfield 2040 Local Strategic Planning Statement (2020)
- Strathfield Local Environmental Plan (2012)
- Direct Development Contributions Plan 2010 – 2030 (2019)
- Indirect Development Contributions Plan (2010)
- Disability Inclusion Plan 2020-2024
- Community Safety Strategy 2020-2024
- Biodiversity Conservation Strategy and Action Plan (2019)
- Strathfield Integrated Local Access and Movement Strategy (2021)
- Strathfield Local Housing Strategy (2020)
- Airey Park Plan of Management (2020)
- Bark Huts Reserve Plan of Management (2020)
- Begnell Field Plan of Management (2020)
- Community Facilities Plan of Management (2020)
- Cooke Park Plan of Management (2020)
- Cooks River Natural Area (Bushland) Plan of Management (2020)
- Croquet Lawns Plan of Management (2020)
- Elliott Reserve Plan of Management (2020)
- Freshwater Park Plan of Management (2020)
- Greenacre Frog Ponds Plan of Management (2020)
- Ismay Reserve Plan of Management (2020)
- Local Parks Plan of Management (2020)
- Southend Tennis Centre Plan of Management (2020)
- Coks Creek Wetlands and Reserve Plan of Management (2010)

Council has committed in the Local Strategic Planning Statement (2020) to prepare an additional range of studies, strategies and plans in the short to medium term to inform and support the strategic direction of the LGA.

# Key Challenges

*Some of the major challenges for the Strathfield LGA include population and housing growth, changing environment and climate change, transport, and the social cohesiveness of an increasingly diverse community.*

## POPULATION GROWTH AND INFRASTRUCTURE

Development and population growth is Strathfield LGA's major strategic issue as the changes in urban environment and increasing population have significant and far reaching impacts across social, environment, economic and civic leadership of the Strathfield LGA. The NSW Government has set population and housing targets for the Strathfield LGA. In the period 2020 to 2025, the dwelling target for Strathfield LGA ranges from 1850 to 2700 (low to high growth scenarios). It is estimated by 2036, the population of the Strathfield LGA will be over 80,000 people residing in around 30,000 dwellings (DPIE 2021 forecasts). Measures to curtail the spread of the COVID-19 pandemic, from 2020-2022, involved restrictions of movement and closure of national and state borders, which significantly reduced migration. Consequently, population growth in the LGA declined from an average 3+% to -0.11% in 2021. However, national forecasts assume a net increase in migration with the lifting of border restrictions. This is likely to return population growth to the Strathfield LGA in the medium to longer term.

As the Strathfield LGA continues to grow and transform it is critical that new development and populations are aligned with the delivery of infrastructure to adequately support the changing community. Infrastructure planning is a high community priority. Well located, well designed and properly maintained infrastructure enhances the liveability of new and existing neighbourhoods. The provision, condition and maintenance of infrastructure can have far reaching effects on the local area and its residents. Providing quality infrastructure and

services requires a collaborative, well-planned and integrated approach to ensure effective outcomes and efficient use of resources. As populations grow, so will demand for local services delivered by Council such as community centres and library services, recreational facilities, parks and open space and local transport infrastructure as well as access and availability of regional infrastructure eg health, education, recreation and transport facilities. Council has major role to play in delivery of local services and collaborating and advocating with neighbouring councils, NSW Government and key stakeholders for the delivery of regional infrastructure critical to support the increasing population.



# 82,500

Estimated population 2041



## LOCATION AND TRANSPORT

The Strathfield LGA has strong location and transport connectivity. The LGA is centrally located in Sydney's Inner West, halfway between two of Sydney's largest cities - Sydney and Parramatta CBDs. This strategic strength is further enhanced by the area's transport networks. The LGA is situated along the Western Rail Line with three rail stations at Homebush, Flemington and Strathfield. Strathfield Station is the most central and connected node on the metropolitan network, providing connections to Sydney's CBD, the Northern corridor and the Central Coast, and to the North West and South West growth areas. Strathfield also has important road connections including Parramatta Road/Great Western Highway, Westconnex/M4 Western Motorway, M5 South Western Motorway and Liverpool Road/Hume Highway, supported within the LGA with well-maintained local and regional roads and public and private bus services. The Bay to Bay shared pathway runs through the LGA providing pedestrian and cycle access from north to south.

Access and availability of transport networks are key attractors and of high value to the Strathfield community. However with increasing population,

demand for transport services will increase adding pressure to the capacity of existing transport services. Increasing ownership and use of private vehicles will increase demand for parking and add to the level of traffic congestion. The LGA requires an integrated transport network within the LGA and to neighbouring LGAs.

The new Sydney Metro West will link Sydney CBD to Greater Parramatta. The closest Metro station is located at North Strathfield in the City of Canada Bay. It is important that there is access for resident and worker populations in the Strathfield area to the new Metro system. New transport solutions provide opportunities for active transport proposals to expand footpaths and cycleways to facilitate walking and cycling. Emerging technologies present opportunities to embrace smart technology and mobility including on-demand and ride and car sharing services, travel demand and traffic management measures. Sustainable transport options include promoting higher uptake of public transport, active transport (such as walking and cycling) as well as promoting use of lower emission vehicles such as electric and hybrids.





### HOUSING DIVERSITY AND AFFORDABILITY

Access to affordable housing and diversity of housing choices is a major issue in Strathfield LGA and in the Sydney metro area. There is demand for a range of housing options to meet diverse needs including a range of housing options for people on low and moderate incomes, housing choices and affordability for first home buyers and older persons wishing to downsize. Affordability of housing is increasingly an issue in the LGA, especially for younger residents. Community engagement with schools and childcare centres reported that families are moving out of Strathfield LGA due to housing affordability and lack of family friendly housing eg insufficient space in units, lack of outdoor areas or children's play areas.

### URBAN DESIGN AND LOCAL CHARACTER

As Strathfield LGA is an established urban area of Sydney, to meet increased housing and population targets involves redevelopment of existing buildings and places, causing displacement of people and change to the existing local environment and streetscapes. The built environment of the LGA is important to the local community. Residents expressed concerns about overdevelopment, high rise development, external and internal design, public domain and streetscape, open space, building quality and aesthetic incompatibility of new development with the local character of the Strathfield LGA. Excellence in urban design and the appearance of our neighbourhoods is important as is well-built and well-designed housing and high quality public domains.

Strathfield LGA has large well-established residential areas of local character. From the late 19th century, Council adopted a residential streetscape, then called 'boulevarding', which largely defines the LGAs local character. Tree lined streets with nature strips, large residential building setbacks to accommodate front gardens, generously portioned building sites, streetlights, and surfaced roads with footpaths and gutters on both sides of the road. The successive waves of residential development included Victorian, Federation, Interwar and modern residential designs. Representative examples of these styles and areas are featured on the LGA's heritage inventory.

Detached dwelling homes were the primary form of housing until falling to under 50% of total dwellings by the 2011 Census. This trend will continue with the majority of current and future communities housed in multi-unit developments. Low rise residential areas in the LGA are also experiencing demolition and redevelopment of existing houses. Residents have expressed concerns with the design and bulk of new development and their incompatibility with local character, streetscapes and heritage as the well as loss of gardens and tree canopies.



## STRATHFIELD TOWN CENTRE

While the Strathfield Town Centre is the largest town centre in the LGA and is an important provider of shops, services and transport, the town centre is shared between Strathfield, Canada Bay and Burwood Councils. The community has expressed concern about the future of the Strathfield Town Centre including planning for transport interchange, housing and commercial buildings and as a place with shops, services, dining, entertainment and cultural offerings. The future of the Strathfield Town Centre is a key challenge for the local community.

## SOCIAL COHESION AND ENGAGED COMMUNITIES

Strathfield is a culturally and linguistically diverse community, with over 50% of the population born overseas and 64% speaking a language other than English at home. The multicultural nature of the Strathfield LGA is well accepted by its local community and the community views diversity as a strength. The community regards the local community as accepting and considers that Strathfield is a safe and welcoming place for persons of all ages and backgrounds. However, there is a need for resources to assist and support, particularly newly arrived migrants, those settling in a new environment. Community engagement highlighted a range of migrant experiences and vulnerabilities including limited connections to communities and networks, poor English language skill proficiency, mental health, financial and housing stress and exploitation. Building cohesion and capacity also requires opportunities for inclusion of diverse populations in a range of community, recreational and cultural activities and programs.

While Strathfield LGA has large young populations, over 12% of the population is aged over 65 years. The demographic is growing. Community consultations revealed the need to provide programs that support our senior population to enable improved access to health programs and services and social connections.

The community is increasingly transient, which can cause difficulties in engaging with communities, whose interest in the local area may be fleeting as their residency may be of short duration. There is potential disengagement of community ranging from lack of concern or interest to community's feeling powerless to change decisions and future directions, partly as many decisions affecting the LGA are beyond Council's control. The loss of local newspapers and local community reporting (broader than reporting on Council activities) is adding to the sense of disengagement, especially of older persons. Access to local community news and reporting supports informed decision making by providing access to detailed information and analysis as to what is occurring in the local area.



12%

Aged over 65 years (2020)



## ENVIRONMENT, CLIMATE CHANGE AND EMISSION REDUCTIONS

The Greater Sydney region is expected to experience an increase in all temperature variables (average, maximum and minimum) for the near and long-term future. Changes in weather patterns are likely to produce weather extremes including flooding and hotter weather, causing heatwaves and heat stress. The Sydney region is projected to continue to warm during the near future (to 2039) and far future (2060–2079), compared with previous years. The warming is projected to be on average about 0.7°C in the near future, increasing to about 1.9°C in the far future.

The NSW Climate Change Policy Framework has committed to a target of net zero emissions by 2050 and a 50% cut in emissions by 2030 compared to 2005 levels. Council has adopted a target of net zero emissions by 2050 with a 35% per reduction in emissions by 2030 compared to 2016–2017 levels. To achieve these targets, waste will need to be reduced and energy and water use must become more efficient. Methods to reduce emissions include using renewables to generate power, purchasing renewable energy, improving planning standards, waste diversion and transport.

The current emissions profile for the Strathfield LGA identified that actions are required to reduce emissions. In 2019–2020, 509,473 tonnes of CO<sub>2</sub> equivalent emissions were produced in the LGA. Electricity usage is the largest contributor to emissions with 321,700 tonnes of CO<sub>2</sub> emissions (2019–2020). Initiatives such as solar panels, LED lighting conversion and insulation or improved solar design in new development can support improvements in energy efficiency. Transport is the second largest contributor and emits 84,571 tonnes of CO<sub>2</sub> emissions (2019–2020). To reduce transport emissions, strategies can include promotion of active and public transport and reduction of private vehicles. Waste is the LGA's third largest contributor with 77,667 tonnes of CO<sub>2</sub> emissions (2019–2020). In 2021, 37% of residential waste in the LGA was diverted from landfill, which falls short of meeting the NSW Government's resource recovery target of 80 per cent by 2030. To improve waste minimisation, action is needed to reduce waste, litter and illegal dumping, manage hazardous wastes, target food and other organics for composting, improve recycling and support circular economy initiatives.





## RESILIENCE PLANNING

The chronic shocks caused by the COVID-19 pandemic illustrate the need to build resilient communities to strengthen the community's ability to survive, adapt and thrive in the face of chronic and acute stresses and shocks. Chronic stresses are slow moving disasters or challenges that weaken the community on a day-to-day basis or a cyclical basis such as, food and water shortages, climate change, lack of affordable housing and pandemics. Episodic shocks are sudden, short-term events that threaten a community including natural hazards (heatwaves, bushfires, floods and extreme weather), infrastructure failures and disease outbreaks.

Current climate projections indicate warmer and drier conditions with more frequent droughts and bushfires. Extreme weather events such as storms, heavier rainfall and more hot days are projected to become more severe over the next 20 years. Heatwaves kill more Australians each year than any other natural disaster. They place considerable stress on the natural environment, particularly plants and animals.

Urban Heat Island effect (concentrated areas of heat in urban areas due to environments that absorb and reemit heat at higher levels than natural environments) is expected to increase in the Strathfield LGA with increasing urban development and increase of hotter temperatures with climate change. Future development planned for Strathfield to accommodate growing population and housing requires sustainable urban design features to minimise potential increases in urban temperatures as well as Greening Strategies across the LGA.

 **9%** of total land area  
Open space Strathfield LGA

 **16.2%**  
Tree Canopy Strathfield LGA (2020)

## TREES AND URBAN FOREST

Strathfield LGA's urban forest is comprised of trees on public and private land areas. They contribute significantly to the liveability, natural environment and aesthetics of the Strathfield area. The urban forest is facing many challenges including urban densification, a changing climate, urban heat and canopy loss. In Strathfield LGA, tree canopies are under threat especially through removal of urban trees on private lands, tree vandalism and low levels of tree canopies in industrial and commercial areas. Street trees in the LGA are aging and strategies are required to plan for their management including their eventual replacement and renewals. The importance of trees to the Strathfield LGA cannot be overstated. Trees provide shading and reduce heat, provide carbon storage and reduction of air and water pollution habitat and food for wildlife, as well as contributing to the value of the streetscape and landscape character.



# Community Engagement

## 3

*Council engaged extensively with the community and stakeholders in late 2021 and early 2022 to understand community priorities, needs and aspirations and its future vision for Strathfield.*

Council engaged across the community to obtain feedback from a broad range of community members. A range of engagement methods were used including surveys, focus groups, interviews, forums and stakeholder meetings.

Council engaged specific groups such as community, health and service organisations providing services to the Strathfield area including those who are generally unrepresented in community discussions. These included:

- people living in apartments
- culturally and linguistically diverse (CALD) communities and organisations
- older residents
- young people
- disability service organisations
- childcare services
- public and private schools and universities
- women
- Aboriginal organisations
- LGBTQI organisations
- community and cultural organisations
- sporting and recreational clubs
- environmental groups
- local police command
- places of worship
- government and non-government health services



The key engagement activities included:

- The Strathfield Liveability Survey was independently commissioned from social researchers ID Profile and conducted in August and September 2021. The survey measured resident's views on the importance and performance of specific factors that contribute to the LGA's liveability e.g. transport, safety, natural environment, health etc and their experiences and needs. Strathfield LGA overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Sydney Middle-Ring Suburbs (66.9). A total of 654 residents completed surveys, which aligned with the demographic profile of the LGA.
- The Strathfield Community Survey was independently commissioned from Taverner Research in September 2021 and sought local community comments on a wide range of services, programs and infrastructure in the Strathfield LGA. A total of 400 interviews were conducted using random sampling, which aligned to the LGA demographic profile. The results indicated an overall positive level of satisfaction in Council's performance, services and infrastructure.
- An open community survey in multiple languages was sent to all households in Strathfield LGA to enable members of the public to have a say on community values, priorities and vision for the future. A total of 325 surveys were completed.
- Council advertised widely for residents to participate in focus group meetings on topics including apartment dwellers, environmental, women and general issues. Meetings were held in February 2022.
- Seniors Forum was held in December 2021 with 23 participants.
- Invitations were issued to local community organisations, schools, churches etc to participate in focus groups or interviews. A total of 35 interviews from September 2021 to February 2022 were conducted with representatives of the following: private and public schools, Australian Catholic University, recreational and sporting clubs, Auburn and Burwood Police command, churches, early childhood and out of hours (OOSH) centres, Culturally and Linguistically Diverse (CALD) groups and organisations, disability organisations, Aboriginal, LGBTQI and government agencies.
- A pop up stall was held at Strathfield Library on 13 February 2022.
- Workshops were held with Councillors in January and February 2022.





# What the community told us

Residents consider that Strathfield LGA is a highly liveable place. Residents highly rated the importance and their experiences of community safety ('feeling safe') and access to transport ('reliable and efficient public transport experiences'). Strathfield LGA's overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Middle Suburbs (66.9).

Strathfield community places high value on community safety and generally feel safe at home and in the public areas of the LGA. The community places great value on ensuring that Strathfield is a safe, clean and well-maintained place to live, work or visit. The issue of safety spans crime and anti-social behaviours to the maintenance of public areas and standards of public health.

The community values Strathfield's transport networks and highly rates satisfaction with access and availability of public transport systems, however there are community concerns about access to on-street parking, traffic congestion and transport access across the LGA to key locations and services. Access to community transport especially by seniors was raised frequently.



## TOP 10 COMMUNITY ISSUES

- 1 Managing traffic, parking and connected transport systems including public transport, walking and cycling
- 2 Healthy tree coverage, green spaces and corridors throughout the Strathfield area
- 3 Population and housing growth are supported by infrastructure and services
- 4 Access to quality open space, parks and natural environment
- 5 That Strathfield is a safe place to live, work or study
- 6 High standards of built and natural environments which are sympathetic to local character and streetscapes
- 7 That Council is responsive, accountable and includes community in decision making processes
- 8 Street and public spaces are attractive and well maintained
- 9 Advocacy to State Government on health, education, transport, community and other services to support growing population
- 10 Managing urban heat impacts and promoting efficient use of water, energy and waste resources

Source: Strathfield Community Survey  
(held December 2021-February 2022)

## QUOTES FROM STRATHFIELD COMMUNITY

New developments should be more aesthetically pleasing and tie in with the suburbs heritage.  
(Male, Strathfield)

Retention of heritage properties and areas.  
(Male, Strathfield)

More affordable housing provided to those who want to enter the property market for the first time.  
(Female, Southern Strathfield)

More greens space, affordable housing for lower income earners/young families.  
(Female, Strathfield)

Stop ripping up all the green areas and preserve them.  
(Male, Strathfield)

Mediate house pricing to allow younger generations growing up in Strathfield to be able to afford their own homes in the community one day.  
(Male, Strathfield)

Put better more popular shops in Strathfield Plaza.  
(Female, Strathfield)

Connectivity with Metro.  
(Male, Belfield)

Greener environment near the Strathfield CBD.  
(Female, Strathfield)

Increase pop up shops/galleries.  
(Female, Strathfield)

Make the Aboriginal (Wangal people) history better known.  
(Female, Strathfield)

More sense of community for new immigrants.  
(Female, Strathfield)

Better harmony among community.  
(Male, Strathfield)

Make Council accountable for their decisions.  
(Male, Belfield)

Housing options for seniors looking to downsize.  
(Female, Homebush)

Sensitive development that focuses on maintaining quality of life.  
(Female, Strathfield)

Make sure infrastructure always keeps up with development.  
(Female, Homebush)

Good place to live in when you have to rely on public transport.  
(Female, Strathfield)

Creation of more lively public spaces such as places with night lights or more coffee shops and restaurants.  
(Male, Homebush West & Flemington)

A lot of people live in Homebush area but there are few restaurants and supermarkets nearby.  
(Female, Southern Strathfield)

Better infrastructure without compromising greenery.  
(Male, Homebush)

Not sure how to reduce the cost of living. Prices keep going up meanwhile our income are stagnate. Property market is going through the roof and it's impossible to enter into the housing market.  
(Female, Strathfield)

The community has significant concerns about population and housing growth and their impact on the local area. Impacts range from increasing demand for transport, parking and additional traffic congestion, demand for new and upgraded local facilities and infrastructure to support new populations with diverse needs and the impact of new development on the built and natural environment and streetscapes of the Strathfield LGA.

The community expressed concerns about overdevelopment and incompatibility with local character of new development. There is an expectation that new development should be well-designed, highly liveable and sustainable in order to maintain the value of the property in the long-term. There is an expectation that buildings should have high quality external and internal design, well-planned public domains and accessible open space and of well-maintained tree lined streetscapes preserved. Heritage and local character are considered the essence of Strathfield and should be protected and preserved with compatible new development with the established character of Strathfield LGA.

Access to affordable decent housing and to a range of housing choices is of concern to many residents. Housing choice and affordability concerns are not unique to Strathfield LGA and is a major regional issue in Sydney. Strathfield LGA has negative internal migration (more people leave than arrive) with an increasingly transient population. Many stakeholders commented that residents are leaving the Strathfield LGA due to high costs of housing and lack of housing choices especially for families in medium-high rise units.

Issues relating to the natural environment, particularly access to open space and provision of tree canopies were considered highly important in a range of engagements. The high value of trees, green and open spaces featured prominently in community consultations as well as the need for action on climate change. Access to natural environment was rated the 4th most important liveability aspect for Strathfield Council residents overall and three key environmental issues (trees, open space and climate change/urban heat) featured in the top 10 of priorities in the Strathfield Community Survey (2021-2022).

Residents place a high value on and have positive local area experiences regarding social cohesion and cultural diversity. In the Liveability Survey, Strathfield residents placed more importance on 'social cohesion' when considering what makes somewhere a good place to live relative to the average Australian experience (38% vs. 22%) and, by extension, also report better local area experiences in that regard. Social cohesion and cultural diversity is viewed as a positive local area strength.

Community engagement highlighted diverse needs for community based programs and facilities. Many raised concerns with the cost of hire of facilities, difficulties in accessing community transport to attend events and programs, lack of local programs and activities especially for seniors, lack of migrant support resources as well as insufficient local community facilities. Improving communications and information access in the community and with Council was a theme throughout most consultations as information on Council initiatives and events as well as reporting on local community affairs was not always reaching the community at large. For some migrant groups and young people there is a lack of awareness or understanding of civic engagement and participation, which is an area that requires education and awareness.

Improving local area experiences regarding shopping, leisure and dining are of high importance to the community and comments were made about the need for greater diversity of shops and services.

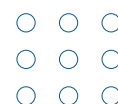




# Community Values

*Engagement with the local community and stakeholders for this plan identified the features and characteristics of the Strathfield LGA that are highly valued and enhance Strathfield LGA as a highly liveable area in Sydney.*

- Connectivity of Strathfield's location and transport networks and services to, from and across the Greater Sydney region
- Access to well-maintained transport services and infrastructure that support the community easily and safely getting around the local area
- Ensuring that Strathfield LGA is a safe community to live, work or visit
- Strathfield is a culturally diverse and welcoming community which promotes a sense of belonging and social cohesiveness
- That Strathfield Council provides exemplary local governance to its community by being approachable and responsive, accountable and transparent in its decision making and open about its activities and ensures the community is well-informed and engaged
- Equitable access and availability of a wide range of local community, recreation and leisure facilities, programs and activities
- Clean and well-maintained streets, parks and public areas supported by high standards of public health and amenity and regulatory compliance
- New development, particularly medium to high density housing, is well-planned and compatible with local character and have high quality standards of building and aesthetic design
- Areas of housing density and population growth are supported by access to transport, infrastructure, open space and services.
- Retention of established streetscapes with wide leafy tree lined avenues, grassed nature strips, landscaped front setbacks and established tree canopies
- Protection and enhancement of connected biodiversity corridors, public parks and open spaces
- Protection of heritage buildings, landscapes and conservation areas
- Respect for the histories, heritage and experiences of our First Nation peoples and successive communities that have contributed to Strathfield's residential, economic and social development
- Strathfield has vibrant and enticing town and village centres with a diverse range of shops and places to meet
- Promotion of Strathfield's reputation as the education centre of Sydney's Inner West with a good mix of public and private schools and tertiary institutions.
- Leveraging of Strathfield's close proximity to regional entertainment, sporting, cultural and shopping facilities in the Inner West and Sydney Olympic Park
- Compatibility between Strathfield's employment based and urban services lands and other land uses and achievement of improved environmental, economic and social outcomes.



## Councils' role and services

While Council has a key custodial role in shaping and guiding the Community Strategic Plan on behalf of the community, Council alone is not fully responsible for its implementation. Many of the challenges facing Strathfield are complex and some, for the most part, are outside the control of Council such as public transport, health, schools, and housing. Council is committed to advocating and facilitating change on behalf of the community in these priority areas, however, delivering on these priorities is largely the responsibility of the NSW Government.

To deliver the plan and its vision, Council works with a range of key stakeholders and partners including other levels of government and their agencies, educational institutions, local businesses, community organisations and other service providers. Council's role can include delivery, partnerships or advocating on behalf of its community.

The principal activities that are carried out by Council are outlined in Council's Delivery Program 2022-2026 and annual Operational Plans. The resources (time, money, assets and people) required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2035' are defined in Council's long term Resourcing Strategy. This strategy includes a long-term financial plan, workforce management plan and asset management plan.

Strathfield Council monitors the progress of 'Strathfield 2035' during the next 10 years. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via our Annual Report, as well as the State of Strathfield report to be presented after the commencement of the next Council term in 2024.



# Stakeholders and partners

Delivery of the Community Strategic Plan involves working with partners and stakeholders to deliver community outcomes, which includes government agencies, community and not for profit sector, other councils and businesses. These are some of the agencies and organisations that Council currently works with to achieve our community's priorities, however the list is not exhaustive and new partnerships are welcomed.

## Aboriginal Heritage Office and Indigenous organisations

Ambulance and Fire Brigade

Australian Catholic University

Biodiversity organisations

Birdlife Australia

Burwood Council, City of Canada Bay Council, City of Canterbury-Bankstown Council, City of Sydney

Burwood Community Welfare Services

Community transport service providers

Department of Planning, Environment and Industry (DPIE)

Disability and Carer providers

Early Learning Children's Centres

Inner West Neighbourhood Aid

Justice of the Peace (JP) Community Desk Ashfield-Burwood Branch

Land and Housing Corporation

Local businesses

## Local churches

Local community organisations

Local private and public schools

Macquarie University

Metro Assist

NSW Government

Police Auburn and Burwood Commands

Resilience NSW

Resilient Sydney

Seniors organisations and groups

Strathfield Homebush District Historical Society

Strathfield State Emergency Services (SES)

Settlement Services International (SSI)

Sydney Local Health District

Sydney West Metro

Transport for NSW (TfNSW)

Volunteer organisations and participants



# How to read this plan

The Community Strategic Plan identifies the community's main priorities and aspirations for the future and sets the broad strategic direction for Council's operations. Guiding the Plan is the community vision that has been developed through community engagement. Councils are required to track and report on progress in implementing this Plan using a series of community indicators. Our community indicators are listed in the next section of this Plan.

Strathfield 2035 is aligned to the vision through the five Themes of:

## CONNECTIVITY



## COMMUNITY WELLBEING



## CELEBRATING CULTURE AND PLACE



## LIVEABLE NEIGHBOURHOODS



## RESPONSIBLE LEADERSHIP



Under each theme, the plan includes:

### GOALS

Describe where we want to be.

### STRATEGIES

Describe how are we going to get there.

### PARTNERS

Who do we need to work with to achieve our goals.

Performance measures indicate the progress towards achieving the community's vision and priorities across QBL quadrants.

The goals and strategies guide direction for the four year Delivery Program and one year Operational Plan, which outline what Council will deliver to support the plan and how it will be resourced. The Delivery Program and Operational Plan is available on Council's website at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au).



# Community Goals and Strategies

## 4

*Strathfield 2035 is based on five broad inter-related themes or priority areas that are derived from an extensive community engagement process, which identified priorities for the community's future.*

Under the five themes are strategies for Council to deliver, advocate or work in partnership with the community, government agencies and business.

These five key strategic directions are supported by key goals that will guide the Strathfield area in the next 10 years.

### CONNECTIVITY



### COMMUNITY WELLBEING



### CELEBRATING CULTURE AND PLACE



### LIVEABLE NEIGHBOURHOODS



### RESPONSIBLE LEADERSHIP



## THEME 1:

# Connectivity



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

**Theme/Priority Area 1: Connectivity**

Goal	Strategy	Partners
1.1 Sustainable growth supported by well-planned and accessible infrastructure and services	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	<ul style="list-style-type: none"> <li>• NSW Government</li> <li>• Dept. Planning (DPIE)</li> <li>• Transport for NSW (TfNSW)</li> <li>• Other Councils</li> </ul>
	1.1.2 Plan and deliver high quality and strategically located local infrastructure to support current and future population needs	
1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks	1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	<ul style="list-style-type: none"> <li>• NSW Government</li> <li>• Dept. Planning (DPIE)</li> <li>• Transport for NSW (TfNSW)</li> <li>• Other Councils</li> </ul>
	1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	
1.3 Optimised service and information access and delivery through effective communications and digital technology	1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities	<ul style="list-style-type: none"> <li>• NSW Government Agencies</li> <li>• Local and ethnic media</li> <li>• National Broadband Network (NBN)</li> </ul>
	1.3.2 Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	



## THEME 2:

# Community Wellbeing



This theme concerns supporting Strathfield's culturally diverse and socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities that enhance healthy active lifestyles. Council will enhance the safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.

## Theme/Priority Area 2: Community Wellbeing

Goal	Strategy	Partners
2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience	<ul style="list-style-type: none"> <li>Community organisations</li> <li>Schools</li> <li>Childcare centres</li> <li>Seniors, CALD, Disability groups</li> <li>Recreation and sporting clubs</li> <li>NSW Government agencies</li> <li>Other Councils</li> </ul>
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	
2.2 Healthy and Active Communities	2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	<ul style="list-style-type: none"> <li>Community organisations</li> <li>Recreation and sporting clubs</li> <li>NSW Government agencies – Sydney Local District Health</li> <li>Other Councils</li> </ul>
	2.2.2 Promote healthy and active living programs	
2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	<ul style="list-style-type: none"> <li>NSW Police</li> <li>SES</li> <li>Community Organisations</li> <li>Other Councils</li> <li>Resilience NSW</li> <li>Resilient Sydney</li> </ul>
	2.3.2 Promote and build community resilience, capacity and self-reliance	

## THEME 3:

# Celebrating Culture and Place



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

## Theme/Priority Area 3: Celebrating Culture and Place

Goal	Strategy	Partners
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	<ul style="list-style-type: none"> <li>• Community organisations</li> <li>• Recreation and sporting clubs</li> <li>• NSW Government agencies</li> <li>• Other Councils</li> </ul>
	3.1.2 Support programs to promote activity and sustain local business	
3.2 Place of creativity, culture and learning	3.2.1 Facilitate and support learning, community and cultural programs, events and activities	<ul style="list-style-type: none"> <li>• Community organisations</li> <li>• Recreation and sporting clubs</li> <li>• NSW Government agencies</li> <li>• Federal Government (Citizenship)</li> <li>• RSL Sub-Branch</li> <li>• Historical Society</li> <li>• Other Councils</li> </ul>
	3.2.2 Foster and celebrate local identity	

## THEME 4:

# Liveable Neighbourhoods



This theme concerns ensuring well planned urban design, protection and maintenance of the built and natural environment of the Strathfield LGA. Liveable Neighbourhoods involve high quality, well planned, sustainable, clean and well maintained urban and natural environments that balance new development with the retention and reflection of established local character and healthy thriving and resilient natural environments. Development, changing lifestyles and increasing population also create higher levels of waste, resource usage and pollution, creating pressure on the local area, at a regional and local level, to maintain the high standards of amenity, character and liveability of the Strathfield LGA.

## Theme/Priority Area 4: Liveable Neighbourhoods

Goal	Strategy	Partners
4.1 Quality, liveable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage	<ul style="list-style-type: none"> <li>DPIE</li> <li>Greater Sydney Commission</li> <li>Developers</li> </ul>
	4.1.2 Deliver effective and efficient planning and development processes	
4.2 Clean, attractive and well maintained neighbourhoods and public domains	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	<ul style="list-style-type: none"> <li>NSW Environmental Protection Authority (EPA)</li> <li>Sydney Regional Illegal Dumping (RID)</li> </ul>
	4.2.2 Maintain high standards of public health, amenity and safety	
4.3 Healthy, thriving, sustainable and resilient environments	4.3.1 Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resilience	<ul style="list-style-type: none"> <li>NSW Environmental Protection Authority (EPA)</li> <li>Cooks River Alliance</li> <li>Other Councils</li> <li>Community and Environmental Groups</li> <li>Volunteers</li> </ul>
	4.3.2 Implement sustainable practices and efficiencies in resource use to support a healthy built environment	



## THEME 5:

# Responsible Leadership



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

**Theme/Priority Area 5: Responsible Leadership**

Goal	Strategy	Partners
<b>5.1</b> Council's leadership and decision making reflects community priorities and values	<b>5.1.1</b> Strathfield community is well informed, engaged and represented in Council policy making and advocacy	<ul style="list-style-type: none"> <li>• Office of Local Government</li> <li>• Community organisations</li> <li>• Committee representatives</li> </ul>
	<b>5.1.2</b> Deliver ethical, effective and responsible leadership and transparent and accountable decision making	
<b>5.2</b> Council is effectively and responsibly managed and responds to community needs	<b>5.2.1</b> Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	<ul style="list-style-type: none"> <li>• Office of Local Government</li> <li>• NSW Auditor General</li> </ul>
	<b>5.2.2</b> Promote organisational culture of safety, best practice and continuous quality improvement	
	<b>5.2.3</b> Deliver efficient and effective customer services to the community	



## 5

## Measuring success

This Community Strategic Plan has outlined our community's shared vision and aspirations for the future, and how they will be achieved. Progress of the plan in achieving our outcomes will be monitored.

A report on the progress of the implementation of the Community Strategic Plan will be presented after the commencement of the next Council term in 2024. In addition, councils are required to report regularly to the community on all levels of their integrated plans.

This includes:

- Progress reports on the principal activities in the Delivery Program every six months
- An annual report which outlines Council's achievements in implementing its Delivery Program, as well as a financial summary showing key income expenditure areas for the financial year, and an asset report.

The suite of IPR documents contains a range of performance measures.

- The Community Strategic Plan sets out performance indicators that measure progress using longitudinal indicators referencing QBL indicators of social, environmental, economic and civic leadership.
- The Delivery Program and Operational Plans measure progress of implementation of Principal Delivery strategies and trends across service areas and reports on operational or service outputs



# Measuring our progress

The performance measures in the Community Strategic Plan are designed to monitor and measure issues of community importance over the long-term across the QBL quadrants of social, environmental, economic and civic leadership and in accordance with the strategic goals of the Strathfield Community Strategic Plan.

## CONNECTIVITY



### GOAL: Strathfield LGA is accessible and connected by integrated and safe transport networks

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction (excellent-good rating) with overall access to transport services	84% (Baseline 2021)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good rating) with local roads	79% (Baseline 2018)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good rating) with access to major roads	79% (Baseline 2021)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good) with rail services	76% (Baseline 2018)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good) with bus services	65% (Baseline 2018)	Maintain or increase	Economic	Community Survey
No of vehicle registrations in LGA	22,218 (2020)	Decrease	Environment	ABS Data



**GOAL: Population and density growth is supported by well-planned and accessible infrastructure and services**

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with quality of footpaths (excellent-good)	59% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Community satisfaction with quality of roads (excellent-good)	62% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Community satisfaction with quality of kerbs, gutters & drainage (excellent-good)	65% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Community satisfaction with quality of cycleways (excellent-good)	66% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Access to parks and open space (excellent-good)	83% (Baseline 2018)	Maintain or improve	Environment	Community Survey
Resident satisfaction with Council facilities (excellent-good)	Sportsgrounds 81% Playgrounds 84% Community Centres 74% Library facility 88% (Baselines 2021)	Maintain or increase	Civic Leadership	Community Survey

**GOAL: Access to information supported by effective communications and digital technology**

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with access to information about what's happening in LGA (excellent-good)	To be determined	—	Social	Community Survey
No. of users public wifi (LGA)	to be determined	—	Social	Council records
Visits to Council website	693,525 (Baseline 2021)	Maintain or improve	Social	Council records

## COMMUNITY WELLBEING

**GOAL: Strathfield LGA has culturally diverse, connected and social cohesive communities**

Performance measure	Baseline	Target	QBL	Data Source
Acceptance of community diversity (excellent-good ratings)	83% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
No. of volunteers in the community	15.1% (Baseline 2016)	Maintain or increase	Social	Census
Number of residents hospitalised due to falls in the LGA	492.2 people per 100,000 of the population hospitalised due to falls (Baseline 2018)	Decrease	Social	NSW Health Stats
Smoking rates in adult population of LGA	11.7% in 2020 (Sydney Local Area Health District)	Decrease	Social	NSW Health Stats
Satisfaction of Council Library service	87% (Baseline 2021)	Maintain or increase	Social	Community Survey

**GOAL: Healthy and Active Communities**

Performance measure	Baseline	Target	QBL	Data Source
Number of residents hospitalised due to falls in the LGA	492.2 people per 100,000 of the population hospitalised due to falls (Baseline 2018)	Decrease	Social	NSW Health Stats
Smoking rates in adult population of LGA	11.7% in 2020 (Sydney Local Area Health District)	Decrease	Social	NSW Health Stats
Satisfaction of Council Library service	87% (Baseline 2021)	Maintain or increase	Social	Community Survey
Appearance & maintenance of residential areas (excellent-good rating)	73% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Access to parks and open space (excellent-good rating)	85% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Care & maintenance of parks and reserves in LGA (excellent-good rating)	84% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Maintenance of tree coverage and natural environment (excellent-good rating)	75% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Appearance & maintenance of public spaces (excellent-good rating)	71% (Baseline 2021)	Maintain or improve	Environment	Community Survey

**GOAL: Strathfield LGA is safe, resilient and accessible**

Performance measure	Baseline	Target	QBL	Data Source
Community feeling safe in their street	81% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Community feeling safe in their suburb (moving around)	71% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Community feeling safe on local public transport	85% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Community satisfaction with control of graffiti and vandalism in LGA	75% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Major crime offences in LGA	Across a 60 month trend, either stable or -12.6% average trends for major offences (Baseline 2021).	Maintain or decrease	Social	BOSCAR Statistics



## CELEBRATING PLACE AND CULTURE

**GOAL: Strathfield has enticing, vibrant and safe centres blending services and social connectivity**

Performance measure	Baseline	Target	QBL	Data Source
Appearance and maintenance of public spaces (excellent-good rating)	71% (Baseline 2021)	Maintain or improve	Environment	Community Survey
# participants at events run by Strathfield Council	To be established	–	Economic	Council records
Community satisfaction with shops and services in local area (excellent-good rating)	To be established	–	Social	Community Survey
% Australian citizens (Strathfield LGA)	66.1% (Baseline 2016)	Maintain or improve	Social	ABS Census
Citizenship conferees (annual)	340 (Baseline 2021)	Maintain or improve	Social	Council records

**GOAL: Strathfield LGA is a place of creativity, culture and learning**

Performance measure	Baseline	Target	QBL	Data Source
Satisfaction of Council Library service	87% (Baseline 2021)	Maintain or increase	Social	Community Survey
No. of Library members (Council library service)	21,544 (Baseline 2021)	Maintain or increase	Social	Library statistics
No. of Library borrowings/loans (Council library service)	94,150 (Baseline 2021)	Maintain or increase	Social	Library statistics
No. of Library visitors (Council library service)	64,008 (Baseline 2021)	Maintain or increase	Social	Library statistics
Post-school qualification (LGA)	54.6% (Baseline 2021)	Maintain or increase	Social	ABS Census

## LIVEABLE NEIGHBOURHOODS

**GOAL: Quality, liveable and sustainable urban design and development**

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction on how well new development blends with neighbourhood character	40% rating excellent-good (baseline 2020)	Increase	Environment	Community Survey
Community satisfaction with attractiveness of buildings, streetscape and surroundings in local area	56% rating excellent-good (baseline 2020)	Increase	Environment	Community Survey
Community satisfaction with care and protection of historic and heritage buildings and areas	64% (baseline 2020)	Increase	Environment	Community Survey
Aboriginal heritage registered finds	3 (baseline 2019)	Maintain or increase	Environment	Council Statistics
No of non-Aboriginal heritage items and heritage conservation areas.	232 heritage items (baseline 2017) 17 areas (baseline 2017)	Maintain or increase	Environment	Council Statistics Local Environmental Plan (LEP)

**GOAL: Clean, attractive and well maintained neighbourhoods and public domains**

Performance measure	Baseline	Target	QBL	Data Source
Appearance & maintenance of residential areas (excellent-good rating)	73% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Appearance and maintenance of public spaces	71% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Community satisfaction with waste services (excellent-good ratings)	79% (Baseline 2021)	Maintain or increase	Environment	Community Survey
Total waste materials diverted from landfill (tonnes)	5851 tonnes (Baseline 2020)	Increase	Environment	Council record
Total waste sent to landfill kg/per person	217.62kg (Baseline 2021)	Reduce	Environment	Council record
Waste diversion from landfill	80% by 2040 (Baseline 36% in 2021)	Increase	Environment	Council record

## GOAL: Healthy thriving sustainable and resilient environments

Performance measure	Baseline	Target	QBL	Data Source
Maintenance of tree coverage and natural environment (excellent-good rating)	75% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Tree Canopy (Strathfield LGA)	17% or 0.17 sqm (Baseline 2019)	40% by 2040	Environment	DPIE & Resilience Sydney
Tree canopy per suburb in LGA	Strathfield 23% or 0.23 sqm Strathfield South 10% or 0.1 sqm Belfield 19% or 0.19 sqm Homebush 16% or 0.16 sqm Homebush West 14% or 0.14 sqm Greenacre 10% or 0.1 sqm (Baseline 2019)	40% by 2040	Environment	DPIE & Resilience Sydney
Council operations Greenhouse Gas emission reduction	35% reduction by 2030 & net zero emissions by 2050 (Baseline of electricity 69.1%, transport 14.5%, waste 11.9% and gas 4.5% in 2019)	Decrease emissions	Environment	Sydney Water & Resilience Sydney
No of vehicle registrations in LGA	22,218 (2020)	Decrease	Environment	ABS Data
Air quality of good-excellent days per on annual basis (Strathfield LGA)	78% good-excellent days (2017-2018)	Increase	Environment	DPIE air monitoring Council record (water)
Water consumption in LGA and per suburb	5,337,706 kL (Baseline 2020)	Decrease	Environment	Sydney Water & Resilience Sydney
Total water consumption (Council)	24,457 kL (Baseline 2021)	Decrease	Environment	Azility Management
Energy consumption (Council operations)	8,367 GJ (Baseline 2021)	Decrease	Environment	Azility Management
Emissions LGA (tonnes CO <sub>2</sub> -e)	509473.7 (Baseline 2020)	Decrease	Environment	Resilience Sydney
Pollution complaints (combined air, noise, light and water)	16 (Baseline 2021)	Decrease	Environment	Council records



## RESPONSIBLE LEADERSHIP

**GOAL: Council's leadership and decision making reflects community priorities and values**

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with Council's efforts to give the community a say on issues that affect them (excellent-good rating)	55% (Baseline 2021)	Maintain or increase	Civic Leadership	Community Survey

**GOAL: Council is effectively and responsibly managed and responds to community needs**

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with Council's overall performance (excellent-good rating)	61% (Baseline 2018)	Maintain or increase	Civic Leadership	Community Survey
Community satisfaction with Council's customer service satisfaction (excellent-good rating)	51% (Baseline 2018)	Maintain or increase	Civic Leadership	Community Survey
Financial performance of Council against NSW Government benchmarks	5/7 benchmarks met (2021)	Maintain or increase	Civic Leadership	Council Financial Statements
Community satisfaction with Council's communication and information access	To be established	—	Civic Leadership	Community Survey

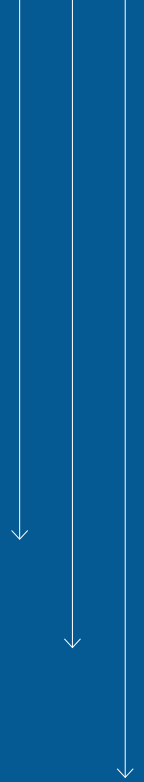




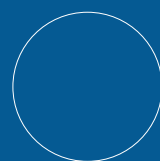








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