

An aerial photograph of a park area. In the center is a large, oval-shaped field, possibly a sports field or a large lawn. The field is surrounded by numerous trees and a network of paths. To the right, a road with several cars is visible. The overall scene is captured in a warm, golden-brown color palette. The text is overlaid on the central part of the image.

# DRAFT

# Strathfield Council

# Delivery Program &

# Operational Plan

Part 1 – Delivery Program 2025-2029

Draft - 28 April 2025

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## Recognition of Traditional Custodians

*We acknowledge the Wangal people as the Traditional Custodians of the land on which the Strathfield area is located.*

*We pay respect to Elders past, present and emerging.*

*We recognise Aboriginal and Torres Strait Islanders continued custodianship of Country – land, seas, and skies.*

*We acknowledge the historical stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.*

*We reflect on the continuing impact of policies of the past and recognise our responsibility to work with and for Aboriginal and Torres Strait Islander peoples, families, and communities, towards better economic, social and cultural outcomes.*

## Mayor's Message

As Mayor I am proud that in 2025, Strathfield Council will reach a major milestone and celebrate its 140 year anniversary. Looking over 140 years of community representation and achievement acknowledges that much has been accomplished that makes Strathfield a great place to live, work or visit.

Therefore, I am pleased to present the new Strathfield Council Delivery Program 2025-2029 and Operation Plan 2025-2026. The Delivery Program 2025-2029 sets out the Principal Activities that Council will guide our actions over the next four years in support of our Community Strategic Plan. The new Delivery Program is a culmination of extensive work undertaken by our elected Council and General Manager and staff to align our resources and plans to meet community needs. These plans are our commitment to our community and ensure Council being on the right path to address our future challenges and opportunities.

The Plan details how Council will commit and prioritise funds and resources our responsibilities in the Strathfield Community Strategic Plan 'Strathfield 2040'. Our strategic directions include Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods, Responsible Leadership and Future Growth. The addition of Future Growth as a strategic direction recognises that a proactive and planned approach to change, especially population and housing growth, is needed to ensure future communities will have access and availability to services and infrastructure that support their liveability.

The Operational Plan is the annual plan for the 2025-2026 financial year. This plan sets out in detail Council's actions and initiatives as well as our budget and resourcing policy.

To support our Delivery Program, Council has focused on investing and delivering capital works and asset renewals over the next four years. These programs will maintain the quality of assets such as roads and footpaths as well as investing in parks and recreational facilities throughout the Strathfield LGA, which are highly valued by our community.

This plan outlines many new initiatives and projects including upgrades of facilities such as Airey Park, Begnell Field, Hudson Park, Strathfield Park and Cooke Park, through the Western Sydney Infrastructure Grants program.

Council provides a wide range of services and programs to community members of all ages and cultures. The plan has a strong focus on providing services for our community including street sweeping, parks and town centre maintenance, community facilities, library services, parks, and playgrounds.

I take this opportunity to acknowledge the efforts and work of our Councillors, the General Manager and Executive and members of staff.

Cr John-Paul Baladi  
Mayor of Strathfield  
2025

## General Manager's Message

I am pleased to present Strathfield's Delivery Program 2025-2029 and Operational Plan and Budget 2025-2026. The new Delivery Program outlines the principal activities of our Council, elected in September 2024, to deliver the vision and aspirations of the community contained in the Community Strategic Plan Strathfield 2040. This is supported by the annual Operational Plan. The new plan is for the 2025-2026 financial year and contains the services, projects and programs we expect to deliver as well as setting out our resource policy and budget.

The activities and projects detailed in our Delivery Program and Operational Plan are regularly reviewed and reported to the community as part of our integrated planning and reporting responsibilities.

Council is committed to prioritising the needs of our residents by focusing on efficient and future planning, building long-term financial sustainability, and consulting with the community to ensure Council meets the demands of our existing and new residents. To address plans for population and housing growth in the Strathfield LGA, we are focusing on developing a Future Growth Strategy, planning for our Strathfield Town Centre and the smaller village centres, developing masterplans for our parks and open and preparing a Resilience Strategy to protect and build capacity in our community to address shocks, emergencies and flooding.

We are focused on service delivery such as prioritising maintenance of our assets and infrastructure including renewal of our roads and footpaths, improving community facilities and green spaces, pruning our street trees and ensuring our streetscapes are clean and tidy.

Council received over \$21 million in Western Sydney Investment Grants which will be allocated to improvements to our open spaces and community infrastructure at Airey Park, Begnell Field, Hudson District Park East and Strathfield Park. Each of these projects will improve access to quality sport, recreation and other community facilities that bring people together and enable a diverse range of activities.

Council prides itself on its commitment to serving the community and providing the best services we can, and I look forward to working with my Executive Team, the elected representatives and the community over the next 12 months to continue building a strong and resilient Strathfield.

Michael Mamo  
General Manager

# Introduction

## Welcome to the Delivery Program 2025–2029.

This document outlines the key services, activities, and projects Council will deliver over the current term. It connects our long-term vision in the Strathfield Community Strategic Plan 2040 with our yearly Operational Plans.

The **Delivery Program** is a four-year roadmap that identifies Council's main priorities and the resources needed to achieve them, as set out in our **Resourcing Strategy**, including our workforce, asset, and financial plans. It ensures we can sustainably meet the needs of our community now and into the future.

Each year, the **Operational Plan** sets out the specific projects, services, budgets, and fees for that financial year. It aligns with the Delivery Program and is reviewed annually to help Council remain responsive to changing community needs.

This Delivery Program includes many major projects alongside our core services. Key projects include:

- \$21.7m upgrades of Strathfield Park, Hudson Park, Beggell Field and Airey Park under the Western Sydney Incentive Program
- \$7.2m urban landscape upgrades, art works, bridges and active travel under the Western Sydney Incentive Program
- \$1.8m upgrade works to tidal control system, vegetation management and fencing
- Preparation of a Growth Strategy
- Enhancing housing supply and choice through the Homebush Transit Oriented Development (TOD) Precinct and Medium Density Housing Strategy
- Preparation of Strathfield Town Centre Master Plan and Villages & Centres Master Plan
- Preparation of sustainable and community-driven master plans for our parks
- Development of the Strathfield Resilience Plan and Climate Adaptation Strategy
- Review of local economic, industrial and commercial development and opportunities
- Comprehensive review of the Strathfield Development Control Plan
- Preparation of Council's Waste Strategy and Food Organics and Garden Organics (FOGO)

## About Strathfield

The traditional owners of the Strathfield Local Government Area (LGA) are the Aboriginal Wangal clan. The Strathfield LGA has a total area of approximately 13.9 square kilometres and is in Sydney's Inner West, halfway between the city centres of Parramatta and Sydney. Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevarde and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

Strathfield Council includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129. Strathfield is predominantly residential and has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. Strathfield Station, one of the largest and busiest railway stations in NSW, lies in the heart of the Local Government Area and services an average of 10,000 commuters per day. There are also rail stations at Homebush and Flemington. The estimated resident population of Strathfield LGA is 47,824 (ABS ERP 2023).

### About Strathfield Council

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The unincorporated area of Flemington (now Homebush West) was added to the Strathfield Council area on 19 February 1892. From 1892, the Council area was divided into three wards: Strathfield, Flemington, and Homebush Wards.

In 1916, wards were abolished, and all Aldermen were elected by those eligible to vote. On 19 August 1930, parts of Homebush West were transferred from the Lidcombe Municipality to Strathfield Council. The former Municipality of Homebush was added to Strathfield Council on 25 May 1947. The west ward of the former Municipality of Enfield was added to Strathfield Council on 1 January 1949. There have been two minor boundary adjustments.

In 1953, Strathfield Council's southwestern boundary at Roberts Road Greenacre was altered when the site of the former Bankstown Sanitary Depot came under Bankstown Council control. In 1992, the western boundary of the Strathfield Municipality was adjusted involving land exchanges between Strathfield and Auburn Councils.

The term 'Alderman' was changed to 'Councillor' and 'Town Clerk' was changed to 'General Manager' with the implementation of the *Local Government Act 1993*.

## Strathfield demographics and features

<b>Demographics</b>		
<i>Population Strathfield LGA</i> 47,824 (2023)	<i>Estimated population 2041</i> 61,000 people	<i>Median Age</i> 33 years (2023)
<i>Birth rate</i> 1.21 (2022)	<i>Life Expectancy (males)</i> 81.3 years (2022)	<i>Life Expectancy (females)</i> 85.2 years (2022)
<i>Aged less than 29 years</i> 42% (2021)	<i>Aged over 65 years</i> 12% (2021)	<i>Largest population segment</i> Young workforce 25-34 years 24.3% (2021)
<i>Residents born overseas</i> 59% (2021)	<i>Residents speaking a language other than English at home</i> 65% (2021)	<i>Residents requiring assistance due to disability</i> 4.3% (2021)
<b>Economy</b>		
<i>Contribution to Gross Regional Product (GRP)</i> \$3.8 billion (2023)	<i>Resident employment participation rate</i> 63% (2021)	<i>Largest areas of resident employment</i> Health Care and Social Assistance, Professional Scientific and Technical Services, Retail Trade (2021)
<i>Jobs in Strathfield LGA</i> 23,951 (2023)	<i>No of local businesses</i> 6,934 (2023)	<i>Largest Industries</i> Transport, Postal and Warehousing, retail and wholesale trade, education and training, and construction (2021)
<i>Completed Year 12 schooling</i> 77% (2021)	<i>University Qualification</i> 44% (2021)	<i>Professional Workers</i> 33.8% (2021)
<b>Environment</b>		
<i>Open space Strathfield LGA</i> 9% of total land area (2023)	<i>Tree Canopy Strathfield LGA</i> 16.2% (2020)	<i>Street trees (est.)</i> 12,000 (2023)
<i>Residents living in detached houses</i> 31% (2021)	<i>Residents living in medium &amp; high-rise units</i> 67% (2021)	<i>Family households</i> 40% (2021)
<i>Couples without children</i> 20.4% (2016)	<i>Group households</i> 8% (2021)	<i>Lone person households</i> 19% (2021)
<i>Home owner/purchasing</i> 48% (2021)	<i>Renting (private)</i> 44% (2021)	<i>Social housing</i> 3.3% (2021)
<b>Features</b>		
<i>Strathfield Council incorporated</i> 1885	<i>No of Councillors</i> 7	
<i>No. of streets in LGA</i> 239	<i>Length of Kerb &amp; Guttering</i> 194km	<i>Length of Footpaths and Cycleways</i> 199km
<i>Number of park Trees</i> 45,000 (estimated)	<i>Number of street trees</i> 12,000 (estimated)	<i>Largest park</i> Hudson Park
<i>No. of rail stations</i> 3	<i>No. of local schools</i> 18	<i>No of universities</i> 1
<i>Public open space in LGA</i> 9%	<i>Number of sportsgrounds</i> 23	<i>No of parks</i> 40+

# Our Community Vision 2040

Our Vision reflects the community’s expressed aspirations for the future of the Strathfield Local Government Area to 2040. It incorporates the stated community values and priorities and has been developed from community engagement.

*At the heart of Sydney – a liveable, sustainable and growing community. Connected, culturally rich, vibrant and leafy. Proud of its heritage, character and parklands. A place of learning and productivity that is accessible to all.*

Our Priority Areas are:

<b>Connectivity</b>	<i>Centrally located in Sydney. Connecting communities and businesses through transport, infrastructure, services and information.</i>
<b>Community Wellbeing</b>	<i>Connecting diverse communities. Strengthening access to community, recreation and open space. Enhancing community health and safety.</i>
<b>Celebrating Culture and Place</b>	<i>Strengthening community and place identity. Supporting and growing innovation and economy. Recognising and celebrating our achievements and shared community life.</i>
<b>Liveable Neighbourhoods</b>	<i>Well planned urban design. Protecting and enhancing natural environment. Improving sustainability and efficiency of our resources.</i>
<b>Responsible Leadership</b>	<i>Accountable and engaged leadership providing sustainable, responsive and efficient leadership and management.</i>
<b>Future Growth</b>	<i>Future growth creating quality places to live and work. Enabled by transformative infrastructure and services that creates access to new opportunities and benefits for all.</i>

## Role and Functions

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

### Functional responsibilities of Council

The functional responsibilities of Council under the *Local Government Act 1993* are to:

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

### Council's role and services

Strathfield Council has a critical role in providing projects, programs and services that support the Community Strategic Plan. 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. Our key services include:

- Integrated Planning and Reporting framework including community strategic plan, delivery program, operational plan, resourcing strategies, community engagement strategy, annual and bi-annual reporting
- Operations of governance, administration, and secretariat activities consistent with legislative requirements as well as providing support for elected Council members
- Asset management and local infrastructure e.g. local road and footpaths, kerbs and gutter, stormwater, community buildings, and parks
- Local traffic planning, infrastructure and road safety, street lighting,
- Programs, services and facilities to support community, social, recreation needs of community including disability inclusion

- Library and information services
- Maintenance of public domains, parks, gardens, and residential streets
- Customer services Provide responsive community service and access to Council and community information and services through customer services, communications and digital services including access to online services e.g. bookings, payments and request lodgement
- Local events and civic functions including citizenship ceremonies
- Access to parks and open space, community and recreational facilities
- Public health and safety regulation and compliance
- Companion animal management
- Strategic planning and development assessment
- Local environmental conservation, tree management
- Waste management planning and services
- Corporate management services such as People and Culture, Records Management, Financial management, Property management, Fleet management, Procurement, Insurance, Audit, Risk and Information technology.

## Mayor and Councillors

Strathfield Council is comprised of seven councillors, who are elected by the residents and ratepayers of the Strathfield LGA. The Act gives NSW councils broad powers to independently plan for and manage local community services and facilities in consultation with their local community.

Strathfield's Councillors were elected in September 2024 and will serve until the next election in September 2028. The Mayor and Deputy Mayor, Cr John-Paul Baladi and Cr Benjamin Cai were elected in October 2024.

The elected Council for the period 2024-2028 includes:

- Cr John-Paul Baladi
- Cr Matthew Blackmore
- Cr Benjamin Cai
- Cr Esther Kim
- Cr Rory Nosworthy
- Cr Karen Pensabene
- Cr Sandy Reddy



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

Their role is defined in the *Local Government Act 1993* to:

- represent the interests of electors, ratepayers and residents

- provide leadership and guidance to the community
- facilitate communication between the community and the Council
- participate in local government decision-making processes at Council and committee meetings.

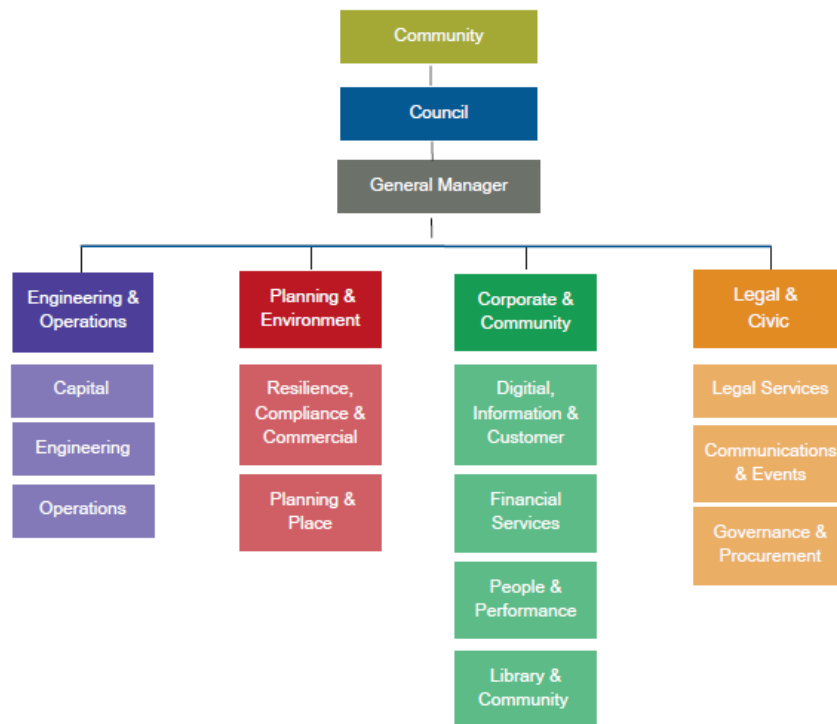
Councillors elect the Mayor every two years (or when a vacancy arises between elections) and the Deputy Mayor every year. The Deputy Mayor performs the functions of the Mayor when authorised to do so.

The role of the Mayor is to:

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

# Council's Organisational Structure

Council's administration is managed by the General Manager under the following organisational structure.



Each of the key areas outlined above plays a key component to Council's service delivery as follows:

**Councillors:** Act as the voices of their constituents, championing their needs and concerns in council meetings and engagements with other government entities.

**Office of the General Manager:** provides strategic leadership, direction, and oversight. Ensures the effective implementation of Council decisions, drives organisational performance and accountability. The team also facilitates communication between elected representatives, senior executives, staff, and the community.

**Engineering & Operations:** Oversee the execution of the Council's infrastructure projects and asset management initiatives, including essential services like open space maintenance, civil works, waste management, and general maintenance tasks.

**Planning & Environment:** Ensure community operations align with environmental sustainability goals and local government regulations. This department spearheads the development of planning strategies, conducts reviews, and offers support on planning matters, such as Development Applications.

**Corporate & Community:** Provides crucial internal support services to facilitate the Council's service delivery, including the management of Council library and community programs.

**Legal & Civic:** Manages Council's internal legal services, civic engagements, including citizenship ceremonies, governance and procurement, community communications, and flagship events like the Strathfield Festival.

## Council's Workplace Culture Vision

During 2023 Council staff undertook a process to create the above Strathfield Council Workplace Culture Vision Statement.

The development of the Statement included the use of an inclusive, collaborative process which enabled all staff to be involved. The purpose of the project was to create a statement which symbolised a change in culture, opportunities, and direction of Strathfield Council. This was an opportunity to focus our vision on the opportunities ahead, and to motivate and connect staff to the future of Strathfield Council.



A Pleasure to Live • A Place to Achieve • A Passion to Thrive

**Proud to be Strathfield**

The project was launched by each department, meeting to share their ideas on what they felt their existing workplace was like, and how they would like their workplace and Council to be in the future.

A group consisting of nominated individuals from each department was then created. This group collaboratively worked together to share their department ideas, compare similarities, combine, analyse, and discuss, and eventually create a vision statement. Providing the platform for all staff to safely and confidently contribute to the result provided for staff investment and buy-in. The project also showed that our staff are a key asset to our Council and our community.

# Community Values and Issues

Engagement informed the preparation of the Community Strategic Plan Strathfield 2040 and the Delivery Program 2025-2029. The key issues concerning values, needs and future planning were identified from extensive community engagement.

What the Strathfield Community values:

- Strathfield's central location, connectivity and accessibility to the Sydney Region
- Access to efficient, safe and integrated transport networks
- Safe place to live, work, study or visit
- Cultural diversity and our welcoming and cohesive community with a sense of belonging
- Parks, open space, natural environment and biodiversity
- Well-maintained and quality infrastructure and attractive streets, parks and public areas
- High quality-built environment and local character and heritage
- Distinctive streetscapes of leafy tree lined avenues, grassed nature strips, landscaped front setbacks and established tree canopies
- Access to highly regarded schools and tertiary institutions and medical services.

What the Strathfield Community wants:

- Growth to be managed and supported by appropriate infrastructure to meet community needs
- To be able to move around easily with accessible public transport networks and safe active transport options
- Access to integrated transport services which connects to all areas of the LGA
- Well maintained traffic and transport infrastructure to enable ease of movement and reduction of traffic congestion
- Improved local area shopping, leisure and dining with greater diversity of shops and services.
- Diverse range of housing options to meet needs of community through life cycles
- Maintain and celebrate Strathfield's rich history, cultural diversity and sense of community
- Access to green and open spaces, natural shading and tree canopies and enhancement of natural environment
- Sustainable environment practices, resource efficiency and waste reduction
- Access to community and recreation facilities, programs and activities in and close to Strathfield LGA
- Clean and well-maintained neighbourhoods and public areas and high standards of public health, amenity and regulatory compliance
- Improved safety issues including addressing anti-social behaviours, street and park lighting, and hazard reduction
- Well-designed and high-quality design and development in neighbourhoods and in key high growth areas
- Well-planned public domains and accessible open space and preservation of well-maintained tree lined streetscapes.
- Protection and enhancement of heritage and local character
- Social cohesion and acceptance of diversity, connection and a sense of belonging. Social cohesion and cultural diversity is considered one of Strathfield's positive attributes.
- That Strathfield Council is responsive, accountable and transparent in its decision making and open about its activities and ensures the community is well-informed and engaged

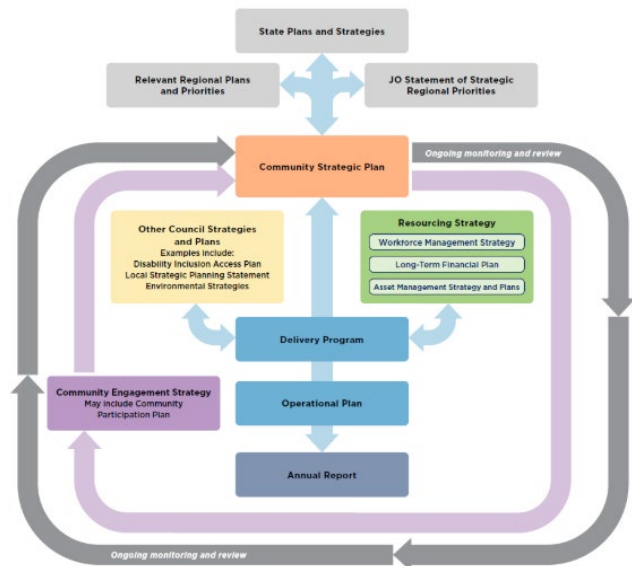
- Respect for the histories, heritage and experiences of our First Nation peoples and successive communities that have contributed to Strathfield's residential, economic and social development.

In relation to new areas of high future growth, the community considered that:

- New growth areas reflect character and streetscapes of the Strathfield area i.e. new areas are not generic and are recognisably part of the Strathfield area
- Walkable and safe outdoor public areas including lighting, signage, landscaping and street furnishings
- Access to reliable public transport and safe non-vehicle travel e.g. pedestrian, cycleways etc
- Mix of apartment sizes to accommodate various household needs
- High standards of building design and quality
- Tree coverage and landscaped public domains and streets
- Access to open space and creation of social and gathering spaces for activities and social interaction
- New areas of increased housing density and population growth supported by access to transport, infrastructure, open space and services
- Access to medical and health services
- Indoor/outdoor community and recreation facilities e.g. meeting rooms, venues and performance spaces, gyms etc
- Local access to dining, shops and services.

# The Integrated Planning and Reporting Framework

The *Local Government Act (Planning & Reporting) 2009 (NSW)* established an Integrated Planning and Reporting (IPR) framework designed to improve long-term financial sustainability, asset management, community engagement and organisational planning in local government. This legislation requires all councils to take a rigorous approach to strategic planning and financial management. Using the IPR framework, Council connects its various strategic plans. Drawing these plans and resources together supports closer collaboration between Council, the community and our partners, to achieve a shared vision and committed action.



**Community Strategic Plan Strathfield 2040** is the highest-level plan prepared by Council. It was adopted by Council in April 2025. The plan prepared for a period of at least 10 years and is informed by engagement with our community. The legislation directs that the plan must have a minimum 10-year framework. 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 **Delivery Program 2025-2029** 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. The Delivery Program broadly aligns with the term of the elected Council and focuses on those activities where Council has a certain level of control over the outcome.

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 **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 and plans.

## Resourcing the Plan

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** is a 10-year plan that identifies current and future financial capacity to

act on the aspirations of the community strategic plan. This includes services, facilities and infrastructure.

- **Workforce Management Strategy** identifies Council's current and future workforce needs. The plan ensures that Council has the capacity and capability to create and support the strategies in the Community Strategic Plan.
- **Asset Management Strategy** is a plan to ensure appropriate standards for maintenance and renewal of key assets including transport, footpaths, stormwater, building and open space.
- **Community Engagement Strategy** sets out a framework for how we inform and consult with diverse communities and collaborate, involve and empower communities to take part in decisions affecting our community.

## Monitoring and Review

Council reports regularly to the community on the progress of the implementation of the Delivery Program. This includes:

- Budget reviews are reported at the end of each financial quarter.
- Progress reports are presented to Council on the Delivery Program Principal Activities every six-months.
- Presentation of the Annual Report, which outlines Council's achievements in implementing its Delivery Program, the performance of the annual Operational Plan and financial summaries showing key income expenditure areas for the financial year. The audited financial statements for the prior financial year are presented with the Annual Report.
- State of the City Report will be reported to the incoming Council following the 2028 Council election.

## Key Capital Projects

Major infrastructure or investment initiatives that require substantial funding and resources to develop, upgrade or maintain essential assets.

Projects	Timeframe completion	Responsibility
Progress of upgrades and new facilities funded under the Western Sydney Infrastructure Grants (WSIG) Program in Airey Park, Begnell Reserve, Hudson Park, Strathfield Park and Cooke Park.	December 2027	Manager Capital Works
Town Hall Accommodation project	June 2027	Director Corporate & Community
Parramatta Road Urban Amenity Improvement Plan (PRUIAP)	October 2026	Manager Capital Works
Urban Rivers (Mason Park Wetland Rehabilitation)	February 2028	Manager Environment, Sustainability & Compliance/ Manager Capital Works
Infrastructure Renewal (SRV funded)	Ongoing	Manager Capital Works

## Assets and Renewals

Restoration, refurbishment or replacement of existing infrastructure, facilities, or equipment to extend their lifespan and maintain optimal performance long-term maintenance costs.

Projects	Timeframe completion	Responsibility
Infrastructure Renewal (SRV funded). Active program in renewal Council assets which include road, footpath, stormwater, building and Open Space Assets	Ongoing	Manager Engineering, Manager Capital Works
Project Elevate (system - asset management strategy and plans)	October 2026 and Ongoing Review	Manager Engineering
Parking Management Technology	Ongoing	Manager Engineering

## Four Year Capital Works Program – (see Appendix 2 for detail)

Expenditure Budget (\$)				
Program	Year 1 - 2025/2026	Year 2 - 2026/2027	Year 3 - 2027/2028	Year 4 - 2028/2029
Buildings & Other Structures	\$ 2,855,000	\$ 5,480,000	\$ 3,330,000	\$ 3,330,000
Other Capital Projects	\$ 526,000	\$ 856,000	\$ 756,000	\$ 756,000
Parks, Open Space & Recreation	\$ 13,198,000	\$ 17,407,500	\$ 3,450,000	\$ 5,200,000
Plant, Equipment & Fleet	\$ 3,325,000	\$ 2,600,000	\$ 2,600,000	\$ 3,250,000
Roads, Footpaths, K&G & Bridges	\$ 10,131,973	\$ 8,887,656	\$ 7,706,217	\$ 4,656,217
Stormwater Drainage	\$ 727,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Streetscapes, Towncentres & Public Domain	\$ 1,100,000	\$ 1,100,000	\$ 2,100,000	\$ 2,000,000
Trees & Landscapes	\$ 600,000	\$ 300,000	\$ 300,000	\$ 300,000
<b>Grand Total</b>	<b>\$ 32,462,973</b>	<b>\$ 37,831,156</b>	<b>\$ 21,442,217</b>	<b>\$ 20,692,217</b>

# Considerations and assumptions

The Delivery Program is part of the Integrated Planning and Reporting framework, which includes the Community Strategic Plan and our Resourcing Strategies. In preparing the Delivery Program, Council has considered IPR strategies, relevant state, regional and national planning, strategy and policy frameworks, and the community feedback which informed the Community Strategic Plan.

The key assumptions in developing the Delivery Program 2025-2029 are:

- Housing affordability crisis is impetus for Federal and State Government's planning reforms, which has impact on the Strathfield LGA
- Growth will impact on Council's sustainability and operations
- Plan will maintain a sustainable asset renewal program
- Focused on Strathfield Town Centre and Village Centres planning
- Identifying and pursuing opportunities for financial assistance to fund new or enhanced infrastructure, programs and services
- Implementing improvement and productivity efficiencies including business improvement, service reviews, digital services and infrastructure, organisational efficiencies and improved customer experiences
- Incorporation of resilience planning to manage and respond to stresses, shocks and emergencies
- Align and improve Council's organisational capacity as set out in the Workforce Management Plan and People Strategy
- Requirement to develop waste reduction strategies including Food Organics Garden Organics (FOGO).

## Resourcing Strategies

The Resourcing Strategy supports Council's strategic plans. The Resourcing Strategy consists of the Long-Term Financial Plan (LTFP), Workforce Plan and Asset Management Policy and Plans. All plans have been reviewed and align with the CSP and Delivery Program 2025-2029.

## Workforce Management Plan

The Workforce Management Plan 2025-2029 outlines Council's organisational needs, forward planning and resourcing requirements. The trends considered by the plan include aligning employment with core business functions, increasing resident population and service expectations, knowledge loss due to employee resignations or retirements and challenges in attracting and retaining employees. The plan identifies the need to align organisational changes to ensure alignment with the CSP and Delivery Program, delivery of effective and efficient services to the community, financial sustainability and safe workplace and compliance with statutory requirements. The plan is structured into seven goals, with objectives and actions, which include:

- Flexibility – ensuring our employees thrive in a balanced and adaptive work environment.
- Leadership – creating effective leadership that is trusted and accountable.

- People Development – provide opportunities and training that engages and enhances our people.
- Effectiveness – work to streamline processes that foster teamwork, innovation and enhance productivity.
- Communication – commitment to fostering a culture that thrives on collaboration, respect and information sharing.
- Diversity – providing meaningful occasions that focus on inclusivity, mental health and wellbeing.
- Culture – creating a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication and a commitment to diversity.

## Asset Management Plan

The Asset Management Plan highlights major issues which need to be addressed for each of the asset classes over the next few years. It also highlights the necessary actions for Council to progressively improve asset conditions in a consistent manner to align with community expectations and service standards is an important strategic document which provides guidance to managing Council's asset portfolio over in the foreseeable future. The coming decade is expected to see growth in population and dwelling numbers, increasing extreme weather events, and shortages of essential skills and workers. Emerging technologies such as machine learning are assisting councils to collect large amounts of data about their assets. The asset classes covered by the Plan are transport, buildings, stormwater drainage and open space assets. The strategy supports Council's aim to be financially sustainable, while delivering services to a growing and diverse population in a relatively small geographic area. To achieve this aim, Council has identified four areas of focus:

- Community expectations – ensuring the right assets are acquired, operated and maintained to deliver services desired by the community.
- Growth and demand – planning for a future population, increased density, and the assets contributed by developers and Government to meet future demand.
- Risk and resilience – being prepared for events, particularly extreme weather, to minimise risks to safety and disruption to services.
- Governance and leadership – demonstrating transparency and responsibility in decision-making about assets and asset expenditure.

## Service Reviews

To ensure that our services are efficiently and effectively delivered within a framework of accountability, Strathfield Council undertake formal Service Reviews from 2025-2026. In reviewing our services, Council will engage with the community and other stakeholders to determine service levels and appropriate measures. Council will undertake at least three service reviews in 2025-2026 which include Library and Community Development, Information Technology and Spatial Services and Cleansing.

## Enterprise Risk Management

Since 2023, Council has focused on the development and implementation of an Enterprise Risk Management Framework. Within this framework are associated enterprise risk management policies, guidelines and procedures. Underlying significant input from all levels of Council, Strathfield Council has formulated a refined set of Strategic Risks & Risk Appetite assessments to focus on key risk areas. These

include financial sustainability, workforce planning and talent management, compliance, information and communications technology, cyber security, work health & safety, infrastructure, resilience, communication, evidence-based decision making, planning and development, climate change, fraud and corruption, partnerships, transformation and innovation.

Linked to these key strategic risks, Council has developed an operational risk register to provide sound foundational operational risk framework development. Key mitigation strategies are designed for continual update with focussed fixed review periods. The design of Council's risk Management system allows for robust assessments of key operational risks and implementation strategies. Council's standards ensure that all senior staff are skilled to participate in risk management processes so to ensure that Council will be compliant with its risk management responsibilities as set out in the NSW Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW.

### **Audit, Risk and Improvement Committee**

The Audit Risk and Improvement Committee (ARIC) is an advisory committee that provides Council with independent assurance and assistance on its compliance, risk management, financial management, governance, audit, fraud control service delivery and integrated performance and reporting responsibilities. ARIC's Terms of Reference as well as an Internal Audit Charter was adopted in April 2024 based on the model provided by the Office of Local Government. The *Local Government (General) Regulation 2021* requires all councils to have a Risk Management Framework and an Internal Audit function and to prescribe membership requirements for ARICs.

## Service Delivery

Council's role, depending on the activity being undertaken, is to deliver, collaborate/partner with others or to represent the community through advocacy to other tiers of government and agencies. Council's role, depending on the activity being undertaken, is to Deliver, Partner, and/or Advocate. The principal activities that are carried out by Council are outlined in Council's Delivery Program 2025-2029. However, in adopting these plans, Council is committed to working with various stakeholders and partners including other levels of government and agencies, local businesses and industry, educational institutions, community groups, and other service providers. Strathfield Council's role includes:

<b>Deliver</b>	Council delivers a wide range of programs and services including waste collection, library, maintenance of local infrastructure and public spaces, recreation facilities and programs, events and regulatory functions.
<b>Advocate</b>	When not in direct control or partnership, Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community.
<b>Partner</b>	Council builds strategic partnerships with Federal and State Government agencies, the private sector, community organisations, and a range of other stakeholders whose work will contribute to delivering the long-term goals outlined in this Community Strategic Plan.

## Our Stakeholders and partners

Strathfield Council is committed to leading change through partnership and collaboration with government, other councils, community organisations and business. Our collaborators, via formal and informal processes, includes a wide range of organisations and agencies.

**Access Sydney:** provision of information and community transport service for seniors.

**Auburn and Burwood Police Area Command (PAC):** Council collaborates the local police area command on a range of community awareness programs and safety audits.

**Community Action for Better Living (CABL):** Council works with CABL to deliver referral services to community and youth art therapy.

**Cooks River Alliance:** Council is a member of the Cooks River Alliance and is working in collaboration and in a coordinated management framework for the local councils, NSW government agencies) and two Commonwealth government agencies who have a stake in improving the future health of the Cooks River catchment.

**Department of Family and Community (DFCS):** a protocol with DFCS to coordinate provision of accommodation and other services for rough sleepers in the Strathfield Local Government Area in emergencies such as extreme weather (heat/storms) or an emergency. A referral services for homelessness is also coordinated with Wesley Mission.

**Latrobe Community Health Service:** provides assistance to seniors groups on aged care.

**Fire and Rescue NSW:** Council works with Fire and Rescue NSW on community information, awareness and community engagement.

**Frog and Tadpole Group:** works with Council to support GGBF community at Greenacre Frog Ponds.

**Homecare Auburn:** provision of information and advice to seniors on aged care.

**Local community organisations:** Council collaborates with a range of local community organisations on an occasional or opportunity basis to expand the available services and programs offered to the local community. Organisations include CASS, Multicultural Seniors Association and SAISH for Seniors Week.

**Men's Shed:** provides programs, skilling and coordination of social activities for men.

**Metro Assist:** Delivery of English conversation classes to community groups in Strathfield LGA.

**NSW Food Authority:** This partnership guides food regulation by providing a consistent reporting approach and staff training for monitoring and enforcing food safety.

**Parramatta River Catchment Group:** an alliance of council in the Parramatta River dedicated to improving the health and quality and access to Parramatta River and foreshores.

**Resilient Sydney:** Council is a member of Resilient Sydney, which is hosted by City of Sydney Council and involves all metropolitan councils. The Resilient Sydney strategy identifies the key risks facing metropolitan Sydney and provides a roadmap for collaborative action to ensure our city is inclusive, connected and resilient.

**Southern Sydney Region of Councils (SSROC):** Strathfield Council is a member of the SSROC.

**Settlement Services international (SSI):** provides disability information and advice.

**Strathfield Choir:** performs at key Council and community events.

**Strathfield-Homebush District Historical Society:** collaborates and delivers historic programs and events.

**Strathfield School for Seniors:** collaborates on delivery of seniors programs to community.

**Strathfield State Emergency Services (SES):** collaborate with Council on coordination of emergency services for the local community.

**Strathfield Symphony Orchestra (SSO):** performs at key Council events under agreement.

**Sydney Local Health District:** Partners in health initiatives such as Healthy Aging programs targeted at older community members to maintain health and independence and gambling awareness.

**Transport for NSW (TfNSW):** various funding agreements and road safety projects. Agreements for use of community land owned by TfNSW in Homebush.

# Delivery Program 2025-2029

Council’s Delivery Program identifies the principal activities that Council will undertake over 2025-2029 to perform our functions using the resources identified in the Resourcing Strategy to achieve the community’s strategic priorities and goals of the Community Strategic Plan.

The Community Strategic Plan addresses community outcomes across six themes or priority areas:

- Connectivity
- Community Wellbeing
- Celebrating Culture and Place
- Liveable Neighbourhoods
- Responsible Leadership.
- Future Growth.

While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program translates these strategic goals into clear, measurable principal activities that Council is committed to deliver over the life of the Program. All of Council’s services, programs and projects are aligned to the outcomes from the Community Strategic Plan.

## How to read this plan

The Delivery Program identifies the Principal Activities that Council will delivery over the next four year period that contributes to the outcomes of the Community Strategic Plan (CSP). The CSP is organised into six themes supported by goals and strategies.

Community Strategic Plan Goal	Community Strategic Plan Strategies	DP 2025-2029 Principal Activity	Responsibility
1.1 Sustainable infrastructure	1.1.1 Plan and implement quality and sustainable infrastructure	1.1.1.1 Manage and implement asset infrastructure renewals and capital works	Engineering & Operations

↑  
CSP Goal  
and number

↑  
CSP Strategy  
and number

↑  
Delivery Program  
activity and number

## 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 and provision of infrastructure to support a range of services to current and future populations, ensuring regional and local transport networks are integrated, connected and safe, and that service delivery and information access is optimised through communication channels and digital services and infrastructure.

Community Strategic Plan Goal	Community Strategic Plan Strategies	DP 2025-2029 Principal Activity	Responsibility
1.1 Sustainable infrastructure	1.1.1 Plan and implement quality and sustainable infrastructure	1.1.1.1 Manage and implement asset infrastructure renewals and capital works	Engineering & Operations
1.2 Integrated and safe transport networks	1.2.1 Facilitate ease of movement through transport infrastructure	1.2.1.1 Facilitate safe access, mobility and transport movement	Engineering & Operations
	1.2.2 Strengthen connections and integration of Strathfield's transport networks	1.2.2.1 Review transport planning and advocate for improved integration of transport options	Engineering & Operations
1.3 Informed, accessible and connected	1.3.1 Inform communities through various communication channels	1.3.1.1 Ensure our community is actively informed about Council's news and activities	Legal & Civic
	1.3.2 Provide secure and effective digital access to information and services	1.3.2.1 Provide secure access and effective management of information technology services and infrastructure	Corporate & Community

## 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.

Community Strategic Plan Goal	Community Strategic Plan Strategies	DP 2025-2029 Principal Activity	Responsibility
2.1 Diverse and connected community	2.1.1 Plan and facilitate programs that support diverse community needs	2.1.1.1 Collaborate on programs that support diversity of community needs	Corporate & Community
		2.1.1.2 Facilitate and promote community programs and accessible services	Corporate & Community
	2.1.2 Connect with communities and facilitate opportunities for participation	2.1.2.1 Work with agencies and community organisations to improve accessibility, capacity and community wellbeing	Corporate & Community
2.2 Healthy and Active Community	2.2.1 Provide well-maintained facilities and open spaces that support active and passive recreation	2.2.1.1 Manage and provide equitable access to community, recreation and open space facilities	Engineering & Operations
		2.2.1.2 Plan for provision of open space, park, recreation and community infrastructure	Engineering & Operations
	2.2.2 Promote healthy and active lifestyles	2.2.2.1 Promote programs to increase participation in healthy and active programs and activities	Engineering & Operations Corporate & Community
2.3 Resilient and safe community	2.3.1 Work collaboratively to support community and local business safety	2.3.1.1 Collaborate and promote community safety in residential and business environments.	Planning & Environment
	2.3.2 Improve community resilience and preparedness for local shocks, emergencies and flooding	2.3.2.1 Collaborate and build community resilience to shocks, emergencies and flooding.	Planning & Environment

## Theme 3: Celebrating Culture and Place

This theme relates to creating dynamic local economies, with vibrant and enticing town, village and commercial centres. Celebrating Strathfield as a place of learning, culture and creativity with events, cultural programs. Acknowledging and participating in our shared civic and community life, promoting a sense of civic pride and belonging.

Community Strategic Plan Goal	Community Strategic Plan Strategies	DP 2025-2029 Principal Activity	Responsibility
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan for vibrant centres with thriving economies and visitor experience	3.1.1.1 Facilitate the viability and vibrancy of town and village centres	Planning & Environment
	3.1.2 Facilitate events and activities to encourage participation and place activation	3.1.2.1 Facilitate and promote events that encourage participation from community and local business.	Legal & Civic
	3.1.3 Work with local business to support business growth and prosperity	3.1.3.1 Facilitate local business growth	Planning & Environment
3.2 Creativity, culture and learning	3.2.1 Deliver creative and cultural programs through library services	3.2.1.1 Deliver library services that support vibrant, creative connected communities	Corporate & Community
	3.2.2 Encourage participation and celebrate civic engagement and achievement	3.2.2.1 Promote participation in civic programs and celebration of community achievements	Legal & Civic

## Theme 4: Liveable Neighbourhoods

This theme concerns ensuring well planned urban design, protection and expansion of the built and natural environment of the Strathfield LGA. Planning for high quality design and development reflecting established local character and protecting 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.

Community Strategic Plan Goal	Community Strategic Plan Strategies	DP 2025-2029 Principal Activity	Responsibility
4.1 Quality design and planning outcomes	4.1.1 Facilitate high quality and well-designed development that makes a positive contribution to the future of Strathfield	4.1.1.1 Facilitate well-designed development and promote housing choice and affordability	Planning & Environment
	4.1.2 Provide efficient and consistent development application assessment services and review and maintain currency of planning policies	4.1.2.1 Review planning policies and provide efficient development application processes	Planning & Environment
4.2 Well-maintained neighborhoods and public areas	4.2.1 Improve waste reduction and sustainable practices	4.2.1.1 Implement waste management strategies and services	Planning & Environment Engineering & Operations
	4.2.2. Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver inspection and monitoring programs to maintain high levels of public safety and health.	Planning & Environment
		4.2.2.2 Ensure street and public domains are clean and well-maintained	Planning & Environment
4.3 Healthy and sustainable environment	4.3.1 Expansion of green spaces, tree canopies, and prioritisation of the enhancement of biodiversity and ecological systems	4.3.1.1 Protect, monitor, and expand urban forest and tree canopies	Planning & Environment
		4.3.1.2 Engage community in protection and improvement of biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways	Planning & Environment

## Theme 5: Responsible Leadership

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.

Community Strategic Plan Goal	Community Strategic Plan Strategies	DP 2025-2029 Principal Activity	Responsibility
5.1 Accountable and engaged leadership	5.1.1 Provide opportunities for community to engage and influence decision-making processes	5.1.1.1 Encourage engagement and participation of community in decision making	Corporate & Community
	5.1.2 Deliver ethical, effective and responsible leadership reflective of community needs and vision	5.1.2.1 Foster leadership capacity for effective advocacy and decision making	Corporate & Community
		5.1.2.2 Implement governance, risk and audit frameworks to deliver high levels of assurance and compliance	Corporate & Community
5.2 Responsive and efficient management	5.2.1 Develop strategies and plans to secure long-term financial sustainability and ensure effective service and infrastructure delivery	5.2.1.1 Implement and monitor progress of integrated planning and reporting framework	Corporate & Community
		5.2.1.2 Monitor financial performance and deliver financial sustainability	Corporate & Community
	5.2.2 Foster an effective workforce and organisational culture that prioritises safety, best practice, and continuous quality improvement	5.2.2.1 Strengthen workforce capability, diversity and productive organisational culture	Corporate & Community
	5.2.3 Deliver efficient and responsive customer services to the community	5.2.3.1 Provide responsive and efficient customer services	Corporate & Community

## Theme 6: Future Growth

The theme of Future Growth is focused on planning to meet the challenges and achieving whole of community benefits from the anticipated high growth of housing and population of the Strathfield LGA. This will mean an increase in forms of medium and high-density residential development. This needs to be delivered in way that supports the reputation of Strathfield as a highly liveable location. The theme and its

goals are concerned with managing sustainable future growth to create high quality places to live and work, capturing enabling infrastructure and advocating to State and Federal Government for this investment and equitable access to the opportunity associated with growth.

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2025-2029 - Principal Activity	Responsibility
6.1 That future growth promotes Strathfield as a strong and inclusive community	6.1.1 Key growth or urban renewal areas are identified and supported through appropriate planning and delivery	6.1.1.1 Appropriate planning studies are completed to support future growth in the LGA	Planning & Environment
		6.1.1.2 Review of existing services and procedures are undertaken in response to expected population growth and urban renewal areas	Planning & Environment
	6.1.2 Future growth supports a range of new and affordable housing typologies to support the changing housing needs of the community	6.1.2.1 A strategy is prepared to support the delivery and management of affordable housing contributions	Planning & Environment
	6.1.3 Timely and well considered decisions are made in relation to future development proposals	6.1.3.1 Planning assessment process are continually reviewed and optimised to ensure efficient decision making	6.1.3.2 As required technical expertise is sought to support the assessment of major, complex or key development applications
6.2 Key infrastructure to enable future growth is identified and planned.	6.2.1 Council advocates to State and Federal Government to secure funding and delivery of infrastructure needed to support future growth.	6.2.1.1 External advocacy is made to support the delivery of key infrastructure outside the responsibility of Strathfield Council to deliver	Planning & Environment
	6.2.2 A strategic and financially responsible approach is taken to the planning and delivery of new or upgraded infrastructure.	6.2.1.2 Local Infrastructure works schedules are regularly reviewed and refreshed	Planning & Environment
	6.2.3 Collaborate with external partners to facilitate the delivery of innovative,	6.2.3.1 Strategic partnerships and relationships are developed to delivery public benefit and legacy outcomes for Strathfield	Planning & Environment

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2025-2029 - Principal Activity	Responsibility
	high quality services, facilities and business opportunities	6.2.3.2 Identify and showcase the unique business and opportunities in Strathfield	

## Evaluating our progress

Progress reports are presented to Council on the Delivery Program Principal Activities every six-months. These reports provide information including data relating to service delivery, milestone reporting on progress of major projects, preparation of plans and projects and capital works implementation.

The Annual Report is published in November annually. It outlines Council's achievements in implementing its Delivery Program, the performance of the annual Operational Plan and financial summaries showing key income expenditure areas for the financial year. The audited financial statements for the prior financial year are presented with the Annual Report.

Service Delivery Measures	Unit	2023-2024 Result
Complaints upheld regarding breaches of Code of Conduct by Councillors	No	0
Calls answered in 20 seconds by Customer Service (grade of service)	No	88%
Visits to customer service counter	No	6,750
Calls received by customer service	No	35,745
Staff vacancy rates (turnover)	%	26%
GIPAA formal access applications received	No	23
GIPAA informal access applications received	No	147
Operating performance ratio (benchmark >0.00%)	%	11.57%
Own source revenue (benchmark >60%)	%	65.14%
Building and Infrastructure Asset Renewal Ratio (benchmark >100%)	%	110.15%
Total greenhouse gas emissions for Strathfield Council operations	Tonnes CO2	2,007t CO2
Total water consumption (Council)	mL	34,479
Total domestic waste collected from Council operations	No	10,844.22 tonnes
Diversion from landfill of domestic waste	%	31.4%
Outdoor dining agreements	No	TBD
Formal usage of sportsfields (% of sustainable use)	%	TBD
Average time to determine DA applications	Days	136
Usage of Council facilities (bookings)	%	TBD
Library memberships	No	27,419
Library borrowings	No	160,278
Library visitors	No	248,855
Citizenship conferees	No	596
Attendance at major Council events	No	TBD
Website visits	No	543,000
Views on Have Your Say Council engagement site	No	14,212
Total social media (followers, hits, likes)	No	17,133

## Appendix 1 - Draft Detailed Capital Works Program

Expenditure Budget (\$)				
Row Labels	Year 1 - 2025/2026	Year 2 - 2026/2027	Year 3 - 2027/2028	Year 4 - 2028/2029
<b>Buildings &amp; Other Structures</b>	<b>\$ 2,855,000</b>	<b>\$ 5,480,000</b>	<b>\$ 3,330,000</b>	<b>\$ 3,330,000</b>
Admin Building - Council Administration Building - Capital Works				
Admin building Air Conditioning (SRV)	\$ 1,000,000			
Administration building renew roof frame				
Building Accessibility (Key Master System)	\$ 200,000			
Building Compliance Program	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Building Renewal Program	\$ 200,000	\$ 4,000,000	\$ 3,000,000	\$ 3,000,000
CCC Building - Strathfield One Stop CC 2A Fraser St - Capital Works				
Demolition Costs - Bowling Club (Pomeroy St)	\$ -			
Depot Accomodation Capital Works				
Facilities - Efficiency Program (Smart Controls)	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000
Facilities - Solar Panel Expansion Program	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Homebush West Community Centre Acoustics - Capital Works (Community)				
Land and Property Strategy - Recommended Actions	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Library Air Conditoning (SRV)		\$ 1,000,000		
Town Hall Renewal - Change Management	\$ 100,000	\$ 100,000		
Town Hall Renewal - IT Fitouts	\$ 75,000	\$ 50,000		
Town Hall Renewal (SRV)	\$ 1,200,000	\$ -	\$ -	\$ -
Townhall - Exterior Lighting				
Townhall - Lift Replacement				
<b>Other Capital Projects</b>	<b>\$ 526,000</b>	<b>\$ 856,000</b>	<b>\$ 756,000</b>	<b>\$ 756,000</b>
Golf Driving Range Nets	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
AI Asset Renewal Cameras (SRV)	\$ 120,000			
CCTV Network Remediation	\$ 100,000	\$ 100,000		
Commemorative War Memorial				
Council IT Computer Capital Replacement				
Customer Relationship Management (CRM) software (Cap Works)				
Golf Driving Range Nets				
IWORCS Asset Renewal with Utility Companies	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Library Audio Upgrades				
Library Resources	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Master Planning	\$ -	\$ 300,000	\$ 300,000	\$ 300,000
Project Elevate - Asset Financial Management Improvement Project (SRV)	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000
Removal of EV charging stations				
<b>Parks, Open Space &amp; Recreation</b>	<b>\$ 13,198,000</b>	<b>\$ 17,407,500</b>	<b>\$ 3,450,000</b>	<b>\$ 5,200,000</b>
20A Parramatta Road - Acquisition Costs				
20A Parramatta Road - Embellishment (inc. playground)	\$ 680,000			
20A Parramatta Road - Footbridge		\$ 500,000		
20A Parramatta Road - Lighting	\$ 150,000			
Bark Huts - Irrigation & Drainage (SRV)	\$ 530,000			
Community Building Partnerships (CBP23) - Mason Park Bird Hide				
Cook Park Works - Truf, Drainage & Re-leveling				
Cooke Park sporting ground renewal (SRV)	\$ -			
Graffiti Management - Murals	\$ -		\$ 100,000	
Hudson Park Footpaths				
Hudson Park West - Dept of Ifra, Trans, Reg Development (Grant Funded)				
Ismay Avenue - Fence				
Ismay Avenue - Lighting				
Ismay Reserve (WestConnex) fencing/furniture				
Mason Park - Flood Gates (Grant Funded)	\$ 1,800,000			
Mason Park Wetlands (Sydney Water funded)				
Parks, Open Space & Recreation - Renewal Program (SRV)	\$ 600,000	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
Playground Renewal	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Recreation & Wellness Strategy - Recommended Actions	\$ 150,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Solar Lighting Along Cooks River (SRV)	\$ 362,000	\$ 300,000	\$ 150,000	
Strathfield Park rotunda				
Synthetic Fields Renewal (SRV)		\$ 2,000,000		\$ 2,000,000
WestInvest Contestable - Upgrade to Cooke Park Skatepark Stage 1 - (Grant Funded)				
WSIG - Airey Park	\$ 1,661,600	\$ 2,077,000		
WSIG - Begnell Reserve	\$ 3,124,800	\$ 3,906,000		
WSIG - Cooke Park Skate Park				
WSIG - Hudson Park	\$ 3,293,440	\$ 4,116,800		
WSIG - Strathfield Park	\$ 646,160	\$ 807,700		

Expenditure Budget (\$)				
Row Labels	Year 1 - 2025/2026	Year 2 - 2026/2027	Year 3 - 2027/2028	Year 4 - 2028/2029
<b>Plant, Equipment &amp; Fleet</b>	<b>\$ 3,325,000</b>	<b>\$ 2,600,000</b>	<b>\$ 2,600,000</b>	<b>\$ 3,250,000</b>
Compactor Purchase (DWM Trucks)	\$ 1,125,000	\$ 550,000	\$ 550,000	\$ 1,200,000
Leaseback Replacement Program	\$ 1,150,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Medium Operational Plant (Trucks & Utes)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Small Plant (Blowers, Mowers, Whippersnipers, etc)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Roads, Footpaths, K&amp;G &amp; Bridges</b>	<b>\$ 10,131,973</b>	<b>\$ 8,887,656</b>	<b>\$ 7,706,217</b>	<b>\$ 4,656,217</b>
Active Transport Grant & Parramatta Rd Artwork				
Arthur Street Pedestrian Refuge (not funded by WSKG)	\$ -			
Bridge Renewal Program (SRV)	\$ 500,000	\$ 100,000	\$ 100,000	\$ 200,000
Bus Stops DDA Compliance	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Cave Rd - Angle Parking - LATM Capital Works (Council S94 Funded)				
Fitzgerald Crescent Lighting				
Footpath Renewal Program (SRV)	\$ 1,000,000	\$ 750,000	\$ 750,000	\$ 200,000
Kerb & Gutter Renewal Program (SRV)	\$ 1,500,000	\$ 2,000,000	\$ 1,000,000	\$ 300,000
Linemarking renewal (SRV)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Madeline St Works		\$ 200,000		
Parking Meters Installation - Capital Works - Council Carparks				
Pedestrian Access & Mobility Plan and LATM Study (LGA Wide)	\$ 350,000			
Pedestrian Crossing Lighting Upgrades	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Prentice Lane - Kerb & Gutter				
PRUAIP - New Pedestrian/Cycleway Bridge Crossing Over Powells Creek				
Replace Speed Cushions and Road Pavement (SRV)				
RMS Block Grant	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
Road Renewal - Resheeting Program (SRV)	\$ 4,500,000	\$ 3,500,000	\$ 3,500,000	\$ 2,600,000
Roads to Recovery Annual Allocation	\$ 296,973	\$ 352,656	\$ 371,217	\$ 371,217
Traffic Facilities Renewal (SRV)	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Traffic Management / LATM (s7.11 Funded)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>Stormwater Drainage</b>	<b>\$ 727,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>
Begnell Field – drainage & irrigation works (Essential Community Sports Grant)				
Cooks River Flood Study	\$ 15,000			
Ford Park Stormwater Capital Works				
McEncroe stormwater (SRV Funded)				
Stormwater - CCTV Surveillance Program (SRV)	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Stormwater CCTV storage platform (SRV)	\$ 12,000			
Stormwater Drainage New Capital Works				
Stormwater priorities to address flooding-contractors				
Stormwater Renewal Program (SRV)	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
<b>Streetscapes, Towncentres &amp; Public Domain</b>	<b>\$ 1,100,000</b>	<b>\$ 1,100,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,000,000</b>
Bridge Rd Public Domain Capital Improvement (Greater Sydney)				
Gateway Signage (SRV)	\$ 270,000			
Installation of Decorative Banner Poles	\$ 150,000			
Smart parking technology	\$ 300,000			
Station Street Public Domain Capital Improvement & Entrance for				
Strathfield Town Centre Graffiti Maintenance	\$ 80,000			
Strathfield Town Centre Improvements	\$ 300,000	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000
Wayfinding / Placemaking Signage	\$ -	\$ 100,000	\$ 100,000	
<b>Trees &amp; Landscapes</b>	<b>\$ 600,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
New Street Tree Plantings	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000
Park & Childcare Centre Tree Audit (SRV)	\$ 150,000			
School Competition - Tree Plantings	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
South Strathfield planter boxes				
Street Tree Masterplan	\$ 250,000			
Street Trees Software System (Counting Trees) State Grant Funded				
<b>Grand Total</b>	<b>\$ 32,462,973</b>	<b>\$ 37,831,156</b>	<b>\$ 21,442,217</b>	<b>\$ 20,692,217</b>