

'STRATHFIELD 2040'

COMMUNITY

STRATEGIC PLAN

Revision February 2025

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.

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Table of Contents

Recognition of Traditional Custodians.....	3
Mayor’s Message.....	5
Introduction.....	6
Our Community Vision 2040.....	7
About this plan.....	8
Guiding Principles.....	11
Councillors.....	12
About Strathfield.....	13
Our Place in Greater Sydney and NSW.....	18
Key Challenges and Opportunities.....	21
Community Engagement.....	26
What the community told us.....	27
Roles and Responsibilities.....	31
Stakeholders and partners.....	32
How to read this plan.....	33
Community Goals and Strategies.....	34
Measuring success.....	34
Theme 1: Connectivity.....	35
Theme 2: Community Wellbeing.....	36
Theme 3: Celebrating Culture and Place.....	37
Theme 4: Liveable Neighbourhoods.....	38
Theme 5: Responsible Leadership.....	39
Theme 6: Future Growth.....	40
Glossary.....	42

Mayor's Message

On behalf of Strathfield Council, I am pleased to present the revised Strathfield 2040 Community Strategic Plan.

The Community Strategic Plan is the community's plan, which was created from a strong foundation of engagement, research and analysis. The Plan represents our community's long term vision for the future of Strathfield. It identifies community priorities and sets out goals and strategies for their achievement.

The plan maps out our key themes or priority areas, based on the community priorities and vision for the future. To achieve the community's vision and deliver on priorities, Council is 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, schools and governments.

In developing the plan, Council has consulted extensively to hear the views and perspectives of the wider Strathfield community and its stakeholders. Our community have told us what they value about Strathfield – its connections, efficient transport systems, safe local areas, character and quality of its streetscapes, buildings, parks and natural environment. It is critical that what our community values is maintained and enhanced going forward.

The next ten years present significant challenges and opportunities for the Strathfield LGA in response to changing community needs, particularly planning and delivering new housing and the infrastructure needed to support growing populations.

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 and welcoming and inclusive for its newly arrived and long-term residents.

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

Cr John-Baladi
Mayor of Strathfield
2025

Introduction

The Community Strategic Plan 'Strathfield 2040' 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.

Strathfield 2040 sets out the long term direction for the Strathfield Local Government Area (LGA) and is also 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, considers key priorities in state and regional plans and provides guidance for other stakeholders (organisations, government agencies, business and individuals) in planning and delivering services for our local government area.

This plan was first adopted in 2022 and its progress was reported in the State of the City Report which was presented to Council following the 2024 local government election.

In 2024-2025, this plan was reviewed. The review was informed by community engagement, consideration of state and local strategies and assessment of emerging challenges facing the Strathfield LGA since the adoption of the Plan in 2022. In particular, response to the NSW Government targets to increase population and housing supply in the LGA and the adoption of the Homebush Transport Orientation Development (TOD).

As the updated Plan reflects the evolving needs and aspirations of our community and an additional Theme of Future Growth has been added to the Plan to set directions on managing growth and transformation on urban areas, infrastructure and services.

The plan has been renamed 'Strathfield 2040', and covers a timeframe of 10+ years.

The draft Community Strategic Plan was placed on public exhibition on xx until xx and adopted by Council on xx. The Operational Plan and Budget are reviewed and adopted annually.

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:

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

About this plan

The Community Strategic Plan 'Strathfield 2040' 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 2040 is designed to address four questions for the community:

1. Where are we now? The current situation in the Strathfield LGA, challenges affecting our community and what our community is saying
2. Where do we want to be in 10 or more years' time? – Through our themes and goals we set out our preferred future for 2040 and beyond
3. How will we get there? – We identify the strategies we will use for each goal.
4. How will we know when we've arrived? We have set measures to monitor the progress of our strategic plan, which is reported at the commencement of the Council term.

The Community Strategic Plan 'Strathfield 2040' 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.

This plan was first adopted in 2022 and its progress was reported in the State of the City Report which was presented to Council following the 2024 local government election.

Review 2024-2025

Review of this plan has been informed by community engagement, consideration of state and local strategies and assessment of emerging challenges facing the Strathfield LGA since the adoption of the previous plan, particularly response to the NSW Government targets to increase population and housing supply in the LGA. As the updated Plan reflects the evolving needs and aspirations of our community and an additional Theme of Future Growth has been added to the Plan to set directions on managing growth and transformation on urban areas, infrastructure and services.

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.

The draft Community Strategic Plan was placed on public exhibition on xx until xx and adopted by Council on xx. The Operational Plan and Budget are reviewed and adopted annually.

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 (LTFP): a 10-year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.
- Workforce Management Strategy: a plan that identifies the City of Sydney's current and future workforce needs. The plan ensures the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan.

- Asset management strategy and plan: strategies and plans to ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements.

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. 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.

The 2024 **State of the City** report was endorsed by Council in October 2024 following the Council election in September 2024. The State of the City reported on the progress of the implementation of the Community Strategic Plan and identified future challenges and opportunities for the next Council term from 2024-2028.

Guiding Principles

The community vision sets a clear objective for the implementation of the goals and strategies of Strathfield 2040.

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:

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

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 its Disability Inclusion Plan 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 six Themes or Priority Areas to reflect a range of environmental, economic, social and civic leadership considerations.

Councillors

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

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About Strathfield

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 Boulevarde 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 South (postcode 2136), Homebush (2140), Homebush West (2140) and part of Strathfield (2135) and 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.

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

<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)

Economy

<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)

Environment

<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 & 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)

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 September 2024 with the next election scheduled for September 2028.

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and DrUITT 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, Sally Sitou MP (Labor 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).

Our People

The estimated residential population (ERP) of the Strathfield LGA is 47,824 (2023). 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, estimated in late 2024, for Strathfield LGA is 61,000 people by 2041 residing primarily in medium-high rise dwellings.

Suburb	Estimated Residential Population (2023 ERP)	Suburb land area	Density per km ² (2021)
Strathfield	18,621	5.63km ²	3,309 persons
Strathfield South	5,232	3.08km	1,698 persons
Homebush	12,698	2.41km ²	5,927 persons
Homebush West	9,529	1.56km ²	6,107 persons
Greenacre	1,641	1.64 km ²	1,056 persons

The Strathfield Town Centre, a subset of the suburb of Strathfield, has an estimated population of 3,769 with a population density of 17,334 persons per square km (2023 ERP).

Strathfield LGA is highly culturally and linguistically diverse. About 59% of residents were born overseas and 65% of residents speak a language other than English at home (2021). 0.04% of our population identified as Aboriginal (2021).

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 23,951 jobs and has 6,934 businesses registered (ABS 2023). Its estimated Gross Regional Product was \$3.8 billion (2023) and the largest industries include transport, postal and warehousing, retail trade, education and training, and construction.

About 63% of Strathfield's local residents participate in the labour force (2021). The highest areas of occupation are health care and social assistance, professional, scientific and technical services and retail trade (2021).

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.

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 61,00 by 2041. The last Census in 2021 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 will be part of the continued evolution and progress for Strathfield.

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 Coxs 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 extensive tree canopies, the LGA's overall canopy is 16.7%, while the NSW Government's goal is 40% by 2040. This is partly due to large areas of industrial, rail and urban services land with low tree canopies, but also due to the diminishing levels of tree canopy on privately owned 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 Coxs 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 NSW

In preparing this plan, the strategic directions and priorities of Council's strategies and plans as well as those at the regional and state level are considered in order to integrate plans across tiers of government to deliver consistency and effective service and infrastructure delivery. Plans marked as # are expected to be finalised in 2025.

The table below shows how key documents are aligned with the Community Strategic Plan Themes and Strategic directions and outcomes.

Strathfield Council Strategies and Plans	Connectivity	Community Wellbeing	Celebrating Culture and Place	Liveable Neighbourhoods	Responsible Leadership	Future Growth
Asset Management Strategy and Plans	*				*	*
Biodiversity Conservation Strategy and Action Plan (2019)				*		
Climate Adaptation Strategy (2025)##				*		*
Community Engagement Strategy (2024)	*			*	*	*
Community Participation Plan (2023)				*		*
Community Safety Strategy (2024-2028)		*				
Customer Experience Strategy (2024)					*	
Delivery Program and Operational Plan	*	*	*	*	*	*
Disability Inclusion Action Plan (2020-2024)		*			*	
Equal Employment Opportunity Plan		*			*	
Generic Plans of Management (Local, Community Facilities)	*	*		*		
Growth Strategy (2024)##	*	*	*	*	*	*
IT Strategy (2025)###	*					*
Land and Property Strategy (2024)##	*				*	*
Library Strategy (2023-2028)			*			
Local Environmental Plan and Development Control Plans				*		*
Local Strategic Planning Statement (2020)	*	*	*	*	*	
Long Term Financial Plan (2024)	*				*	*

Strathfield Council Strategies and Plans	Connectivity	Community Wellbeing	Celebrating Culture and Place	Liveable Neighbourhoods	Responsible Leadership	Future Growth
Plans of Management for Crown Land Reserves (Strathfield, Mason, Hudson & Bressington Parks)	*	*		*	*	*
Reconciliation Action Plan (2024)		*				*
Recreation and Wellness Strategy (2025)##		*		*		*
Resilience Strategy (proposed 2025)##	*	*	*	*	*	*
Site specific Plans of Management (various)	*	*		*		
Strathfield Community Strategic Plan 2040	*	*	*	*	*	*
Strathfield Town Centre Masterplan (draft)				*		*
Workforce Resources Plan (2025)##					*	
Waste Strategy (2025)##				*		

NSW Government Strategies and Plans	Connectivity	Community Wellbeing	Celebrating Culture and Place	Liveable Neighbourhoods	Responsible Leadership	Future Growth
Eastern City District Plan				*		
Future Transport Strategy	*					*
Greater Sydney Region Plan—A Metropolis of Three Cities				*		
Housing 2041: NSW Housing Strategy				*		
NSW 2040 Economic Blueprint	*	*	*	*	*	
NSW climate change adaptation strategy 2022 and policy framework				*		
NSW Consumer Energy Strategy 2024				*		
NSW Digital Strategy	*					
NSW Disability Inclusion Plan 2021-2025		*				
NSW Net Zero Plan Stage 1: 2020-2030				*		
NSW Smart Places Strategy						
NSW State Health Plan		*				
NSW waste and sustainable materials strategy 2041				*		
Performance and Wellbeing Framework (Consultation Paper 2024)	*	*	*	*	*	
Resilient Sydney Strategy 2018		*		*		*
Science, Economics and Insights Strategic Plan 2023–26		*				
Seniors Strategy 2021-2031		*		*		
State Disaster Mitigation Plan 2024-2026		*		*		
State Emergency Plan 2023		*		*		
State Environmental Planning Policies				*		*
State Infrastructure Strategy 2022	*				*	*
Strategic Health Plan for children, young people and families 2014-2024		*				
Sydney 24 Hour Economy Strategy 2020			*	*		
Transport Oriented Development Program	*	*			*	*

Key Challenges and Opportunities

The State of the City Report was presented to the October 2024 Council meeting. This report contained progress reporting and identified key future challenges. 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 communities.

Future growth

Housing supply, affordable housing and housing choice diversity is a major issue in Australia, and especially major cities like Sydney. In response to this issue, the National Housing Accord, an agreement between the Federal and State Governments, is committed to delivery of new housing in accordance with set targets. The NSW Government has set a population target by 2041 of 61,000 for the Strathfield LGA, which will involve increased multi-unit development, most high rise in the Strathfield LGA.

Much of this growth will occur from the NSW Government mandated Homebush Transport Orientated Development (TOD) master plan, which will estimated to deliver a population of 45,000 residents in this precinct in northern Homebush, an area shared between Strathfield and City of Canada Bay Councils. In addition, NSW Government changes to planning rules for low and mid-rise housing are aimed at increasing flexibility of housing choices such as dual occupancies and semi-detached dwellings in residential areas. This is likely to also contribute additional population to the Strathfield LGA.

To appropriately plan and manage the transformation for growth, the theme of 'Future Growth' has been included in the Strathfield Community Strategic Plan. The theme is supported by goals and strategies aimed at achieving good planning outcomes, infrastructure that supports demand and planning for services to support growing communities. Outcomes will involve advocacy to State and Federal Government, partnerships with other councils, community and business as well as engagement regularly with the Strathfield community.

The new growth areas will transform key areas of the Strathfield LGA, which have multiple and far reaching implications across social, environment, economic and civic leadership of the Strathfield LGA. Transformation presents significant challenges that must be addressed and managed to order to provide sustainable and liveable communities. Key concerns include access and delivery of infrastructure, housing affordability, community identity, environmental impact and access to integrated transport systems.

There is community concern about new development and the impact on the LGA. Issues such as overcrowding, traffic congestion, loss of heritage and character and poor aesthetic design were raised. Also concerns about potential building construction disturbance on nearby homes and businesses including noise and air pollution, and road closures were raised in community engagement. However, there are also demands by local residents for access to housing options to meet diverse needs including affordable housing, family sized units, and appropriate housing for older persons. Affordability is increasingly an issue, especially for younger residents (18-34 years). Community engagement for the Medium Density Housing Strategy Research (2024) identified support especially by younger residents and those living in multi-unit housing for townhouses/terraces and dual occupancy.

There is a community expectation that new developments and growth areas are of a high-quality and well designed, and reflect the character aesthetics of the Strathfield area including tree canopies and landscaping. That new growth is supported by appropriate infrastructure such as transport, schools, medical facilities and community facilities and services. There is also a desire that new growth areas integrated within the Strathfield LGA and neighbouring areas.

While growth can present challenges, it can also offer significant opportunities for improvement and long-term benefits. Well planned and purposeful growth, investment in infrastructure and services and innovation can transform population growth into a catalyst for new infrastructure, engaged communities, and economic prosperity. Potential infrastructure includes new or upgraded transport networks, schools, recreation and community facilities. Expanding public transport options, and digital connectivity can enhance mobility and accessibility, reducing congestion and improving overall efficiency.

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, demand for services, 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

Population growth can also support and expand local businesses by creating larger consumer base and workforce, leading to new opportunities for employment, entrepreneurship, and innovation. Strathfield LGA has significant employment lands for industry and commerce and potential for economic growth, which can have considerable benefits for the local community.

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.

The new Sydney Metro West will link Sydney CBD to Greater Parramatta. The closest Metro station is located at North Strathfield and provide support for the Homebush TOD precinct and growing populations. 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. 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.

Trees and Urban Forest

Our urban forest contributes 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. Council has been auditing its public tree assets with the intention of developing an urban forest strategy including a Strategic Tree Masterplan. The purpose of the strategy will be to establish a holistic management of Strathfield urban forest. The importance of trees to the Strathfield LGA cannot be overstated. The urban forest is an essential living infrastructure asset and a rich source provides wide range of social, environmental and economic benefits. The strategy will be imperative for Council to commit to maintaining and increasing the benefits provided by the forest for us and provides directional statements intended to guide good urban forest management decisions. 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.

Villages and Centres

The Strathfield Town Centre is the largest centre in the LGA, providing shops, services and transport. It is supported by a number of smaller centres throughout the LGA including Homebush, Homebush West (Flemington), Strathfield South, Cave Road and Broadway. These centres and villages provide a range of shops and services and often transport connections. Extensive community engagement for the Strathfield Town Centre Masterplan in 2024 has indicated a strong desire for the centre to be greatly improved through enhanced public domain, destination experience and economic opportunity.

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, who views its 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 to support those settling into new environments. Building cohesion and capacity 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. This is also a growing cohort. 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. Our 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. Communicating and engaging with the community informed decision making by providing access to detailed information and analysis as to what is occurring in the local area.

Waste management

Action to reduce waste to achieve a zero-waste outcome by 2035 in the Strathfield LGA is influenced by various commitments and requirements from international, national, state, and regional levels of government which includes National Policies and Strategies on waste and food waste and NSW Waste and Sustainable Materials Strategy 2041 which sets long-term goals for waste reduction and sustainable material use. Council also collaborates with other councils through the SSROC Regional Waste Avoidance & Resource Recovery Strategy 2024 provides a collaborative framework for waste management across the region. Building resilience into waste management systems is vital for Strathfield Council to withstand future uncertainties and disruptions. This involves diversifying waste management practices, investing in robust infrastructure, and fostering stakeholder collaboration.

Climate Adaptation Strategy

The Strathfield LGA faces several challenges and opportunities in addressing climate change. Strathfield is experiencing rising temperatures, more extreme weather events, and increased urban heat island effects, particularly in industrial and commercial areas. To respond to these challenges, Council will enhance its capacity to respond to climate impacts through disaster management plans, urban greening, and improving liveability to mitigate the effects of extreme weather events as well as preparing strategies focusing on emissions reduction, renewable energy, and building community resilience and capacity. Planning is guided by global, national and state commitment and initiatives including commitments to reduce emissions by up to 50% by 2030. To improve adaptability to climate impacts in the Strathfield LGA, Council will collaborate and focus on strengthening community resilience to climate change through education, awareness, and support for vulnerable groups like the elderly and children, collaborating with local industries to reduce emissions by developing renewable energy projects, enhancing public transportation, and promoting sustainable practices; improving energy efficiency and transitioning to renewable energy and reducing emissions in the built environment through sustainable construction practices and improving urban resilience to climate hazards like flooding and heatwaves.

Resilience planning

Chronic shocks such as 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 population and development growth and increase of hotter temperatures with climate change. Preparation of a resilience plan will aim to build a robust and adaptable community capable of effectively responding to recovering from various challenges including risk management and preparedness, infrastructure, resilience, community engagement, education, and environmental sustainability.

Responsible management of Council

To support the challenges which are outlined in our Community Strategic Plan, Council needs to be a sustainable position to lead and support its community and provide services and infrastructure to for current and future communities. In particular, Council must be financially sustainable. In mid-2022, an assessment of Council's long-term forecast was undertaken. The assessment projected continued deficits and the exhaustion of cash reserves by 2029, driven by aging infrastructure, underinvestment, and rising costs. Action has been taken to address declines in its financial position which saw operating deficits growing from \$1.3 million in 2019-2020 to \$9.6 million in 2022-2023, leading to a cumulative deficit of \$22.3 million.

The revised Long-Term Financial Plan (LTFP) is focused on operational efficiencies and revenue generation, which is expected to improve finances by \$1.2 million annually over the next decade. The Council also applied for a 94.73% rate increase over four years, starting in 2023/2024, to address a \$23.3 million infrastructure renewal backlog. This increase is offset by a reduction in the Domestic Waste Management Charge, benefiting 80% of ratepayers. In 2023-2024, the Council spent \$13.5 million on asset renewals and \$20 million in total capital expenditure. Revenue from the rate increase will also support a borrowing program to fund future infrastructure works. These strategies are critical for the Council's long-term financial sustainability and continued service delivery.

Community Engagement

The preparation and revision of this Plan has involved extensive engagement with a broad range of community members and stakeholders. In drafting this plan, engagement was conducted in 2021-2022 to understand community priorities, needs and aspirations and the future vision for Strathfield.

From 2022-2024, significant engagements occurred on major planning issues including the Strathfield Town Centre Masterplan and Medium Density Housing Strategy. The 2024 review of the Community Strategic Plan involved engaging with community on the community vision, strategic directions and issues that have increased in prominence since 2022 such as new housing and population growth targets, particularly relating to the Homebush Transport Orientated Development (TOD).

The engagements that have contributed directly the preparation and revision of this Plan include:

- Commissioned external surveys from ID Profile and Taverner Research commissioned in 2021 and 2023 involving consultations with over 1400 people
- Strathfield community open surveys held in 2021-2022 and 2024-2025 with 524 responses. The 2024-2025 survey contained over 220 separate comments.
- Strathfield Quick Poll received over 50 written comments and submissions received in 2024-2025. Recent Youth and CALD surveys in received over 250 responses.
- Community views shared on many other plans and strategies such as Strathfield Town Centre and Housing Strategy. These involved over 550 responses.
- Residents, workers and visitors provided feedback at over 30 interviews, focus groups, interviews and pop up stalls

What the community told us

Engagement with our community and stakeholders identified what they value about the Strathfield LGA.

We value our...

- 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
- Our distractive 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.

Quotes from Strathfield Community – What we value

“I value the central locality of Strathfield to the rest of Sydney” (Female, Strathfield)

“Very comfortable and safe place for living with children” (Female, Homebush).

“Heritage is excellent and important to value of area (Female, Strathfield)

“Strathfield is a good place to live and has good access to public transport” (Male, Homebush)

“I value the multicultural cultures and festivities that take place every year”. (Female, Homebush)

“There is a sense of community everywhere I go” (Female, Homebush).

“Strathfield Community Garden is an oasis to meet people from diverse backgrounds and do some physical activity” (Resident, Strathfield)

“Absolutely great connections to the CBD via train. Regular train services” (Female, Strathfield)

“Strathfield is a safe place to live” (Female, Strathfield)

“Lots of recreational opportunities within close distance of Strathfield” (Male, Homebush)

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.

We want...

- 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 non-vehicle options
- Access to an 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

Quotes from Strathfield Community - What we want

- “More needs to done to maintain the heritage nature and character of Strathfield as well as the vibe and identity of Strathfield with local shops and dining. (Female, Strathfield)
- “There is an urgent need to invest more in improving conditions for pedestrians and cyclists”. (Male, Homebush)
- “No efficient southbound mass transport from Strathfield exists eg suburbs to Hurstville” (xx)
- “More sense of community for new immigrants”. (Female, Strathfield)
- “Make the Aboriginal (Wangal people) history better known” (Female, Strathfield)
- “Make Council accountable for their decisions” (Male, Belfield)
- “Better harmony among community” (Male, Strathfield)
- “Sensitive development that focuses on maintaining quality of life” (Female, Strathfield)
- “Better infrastructure without compromising greenery” (Male, Homebush)
- “Retention of heritage properties and areas” (Male, Strathfield)
- "Stop ripping up all the green areas and preserve them" (Male, Strathfield)
- "Creation of more lively public spaces such as places with night lights or more coffee shops and restaurants" (Male, Homebush West & Flemington)
- "Increase pop up shops/galleries" (Female, Strathfield)
- “More employment in local industrial areas such as Enfield Logistics Park” (Male, Strathfield)

We want ...in new areas of high growth

- That new growth areas reflect character and streetscapes of the Strathfield area ie 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 eg 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 eg meeting rooms, venues and performance spaces, gyms etc
- Local access to dining, shops and services

Quotes from Strathfield Community – Future growth

- “It is vital that infrastructure to support higher density is in line with increases” (Male, Strathfield)
- “No efficient southbound mass transport from Strathfield exists eg suburbs to Hurstville” (Female, Strathfield)
- “Concerned about oversight and standards of planned high rise and that they meet needs of future residents” (Female, Strathfield)
- “Revitalising centres, including the provision of active frontages, high-quality community infrastructure in the public domain should be key” (Female, Strathfield).
- “Green space for families that live in high density accommodation” (Female, Homebush)
- “Housing options for seniors looking to downsize”. (Female, Homebush)
- “Sensitive development that focuses on maintaining quality of life” (Female, Strathfield)
- “Better infrastructure without compromising greenery” (Male, Homebush)
- “Make sure infrastructure always keeps up with development” (Female, Homebush)
- “Connectivity with Metro” (Male, Belfield)
- “New developments should be more aesthetically pleasing and tie in with the suburbs heritage.” (Male, Strathfield)
- ‘State Government or Council should investigate our natural disaster resilience’ (Male, Strathfield)

Roles and Responsibilities

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 are for the most part are outside the control of Council such as public transport, health services, 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.

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. The resources (time, money, assets and people) required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2040' 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 regularly monitors the progress of 'Strathfield 2040'. 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.

Deliver	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.
Advocate	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.
Partner	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.

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 organisations
- Ambulance and Fire Services
- Australian Catholic University
- Biodiversity and environmental organisations
- Birdlife Australia
- Burwood Council, City of Canada Bay Council, City of Canterbury-Bankstown Council, City of Parramatta Council, City of Sydney
- Catchment groups – Cooks River Alliance, Parramatta River Catchment Group
- Community Action for Better Living (CABL)
- Community transport service providers
- 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 (NSW)
- Local businesses
- Local churches
- Local community organisations
- Local private and public schools
- Metro Assist
- NSW Planning
- Police Auburn and Burwood Commands
- Resilience NSW and Resilient Sydney
- Seniors organisations and groups
- Strathfield Homebush District Historical Society
- Strathfield State Emergency Services (SES)
- Settlement Services International (SSI)
- Southern Sydney Regional Organisation of Councils (SSROC)
- Sydney Local Health District (SLHD)
- Sydney Water
- 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 2040 is aligned to the vision through the six Themes of:

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

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.

Community Goals and Strategies

Strathfield 2040 is based on six 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 six key strategic directions are supported by key goals that will guide the Strathfield area in the next 10 years.

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.

The State of the City 2024 reported on the progress of the implementation of the Community Strategic Plan. A progress report will be presented after the next Council election in 2028. 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

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.

Theme/Priority Area 1: Connectivity		
Goal/Outcome	Strategy	Council's role
1.1 Sustainable infrastructure	1.1.1 Plan and implement quality and sustainable infrastructure	D A P
1.2 Integrated and safe transport networks	1.2.1 Facilitate ease of movement through transport infrastructure	D A P
	1.2.2 Strengthen connections and integration of Strathfield's transport networks	A
1.3 Informed, accessible and connected	1.3. Inform communities through various communication channels	D
	1.3.2 Provide secure and effective digital access to information and services	D P

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Measures

Indicator	Target	Source
% asset backlog	Meet or exceed benchmarks	Council financial statements
% asset maintenance and renewals	Meet or exceed benchmarks	Council financial statements
% assets condition rating met	Rating met	Council assessment
% of asset maintenance schedules implemented	>95%	Council assessment report
Rating of Council's cyber security	Within top 5 councils	Upguard report
Community satisfaction with local transport infrastructure	Meet or exceed benchmarks	Community Survey

Key partners

Transport for NSW, Neighbouring Councils, local community, recreation and sporting clubs

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	Council's role
2.1 Diverse and connected community	2.1.1 Plan and facilitate programs that support diverse community needs	D P
	2.1.2 Connect with communities and facilitate opportunities for participation	D P
2.2 Healthy and Active Community	2.2.1 Provide well-maintained facilities and open spaces that support active and passive recreation	D
	2.2.2 Promote healthy and active lifestyles	D P
2.3 Resilient and safe community	2.3.1 Work collaboratively to support community and local business safety.	D A P
	2.3.2 Improve community resilience and preparedness for local shocks, emergencies and flooding.	D A P

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Measures

Indicator	Target	Source
Community satisfaction with access to parks and open space	Maintain or increase on previous results	Survey
% community agree that 'Strathfield has social cohesion and acceptance of diversity'	Maintain or increase	Survey
Maintenance of parks and reserves in LGA (excellent- good rating)	Maintain or increase	Survey
Major crimes reported in LGA	Maintain or decrease	BOSCAR
% programs delivered to community	Maintain or increase	Council record
% of residents feeling safe in homes and LGA	Maintain or decrease	Survey

Key partners

NSW Police, State Emergency Services (SES), Resilience NSW, Resilient Sydney, Sydney Local District Health, local community, recreation and sporting clubs, neighbouring councils

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.

Theme/Priority Area 3: Celebrating Culture and Place		
Goal	Strategy	Council's role
3.1 Vibrant centres and thriving economy	3.1.1 Plan for vibrant centres with thriving economies and visitor experience	D P
	3.1.2 Facilitate events and activities to encourage participation and place activation	D P
	3.1.3 Work with local business to support business growth and prosperity	A P
3.2 Creativity, culture and learning	3.2.1 Deliver creative and cultural programs through library services	D P
	3.2.2 Encourage participation and celebrate civic engagement and achievement	D A P

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Measures

Indicator	Target	Source
Percentage of residents who are satisfied with the 'services and shops at Strathfield's town centres and villages'	Benchmark (TBD)	Survey
Net job growth within the Strathfield LGA	Increase on previous Census data	ABS
Strathfield LGA gross regional product (GRP)	Increase on previous year	ABS
# Participants at major Strathfield events	Maintain or improve	Council records
% shop vacancy rates in town and village centres	100% occupied	Survey
# Library visitations and borrowings	Maintain or improve	Council records
% satisfaction with library service	Maintain or improve	Council records
% community volunteers	Improve	ABS

Key partners

Community organisations, Recreation and sporting clubs, NSW Government agencies, Other councils, NSW Government agencies, Federal Government (Citizenship), Cumberland RSL Sub-Branch, Historical Society, Other Councils

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.

Theme/Priority Area 4: Liveable Neighbourhoods		
Goal	Strategy	Council's role
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	D P
	4.1.2 Provide efficient and consistent development application assessment services and review and maintain currency of planning policies.	D P
4.2 Well-maintained neighbourhoods and public areas	4.2.1 Improve waste reduction and sustainable practices	D
	4.2.2. Maintain high standards of public health, amenity and safety	D P
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	D A P
	4.3.2 Promote sustainable practices and lifestyles.	D A P

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Measures

Indicator	Target	Source
LGA tree canopy	Increase (benchmark 2024) 40% tree canopy by 2040	NSW Planning data
Waste diverted from landfill	Increase diversion rates	Council record
Waste per person (kgs)	Reduce (benchmark 2024)	Council record
Water consumption in LGA	Reduce (benchmark 2024)	Sydney Water/Resilient Sydney
% Emissions LGA (tonnes CO2-e)	Reduce (benchmark 2024)	Resilient Sydney
% developments assessed within timeframe	NSW Planning benchmark	NSW Planning
% residents agree that new development makes a positive contribution to the LGA	TBD	Survey

Key partners

NSW Government, NSW Department of Planning, Housing and Infrastructure, Transport for NSW, NSW Environmental Protection Authority (EPA), Cooks River Alliance, Parramatta River Catchment Group, neighbouring councils, community and environmental groups, local volunteers

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.

Theme/Priority Area 5: Responsible Leadership		
Goal	Strategy	Council's role
5.1 Accountable and engaged leadership	5.1.1 Provide opportunities for community to engage and influence decision-making processes	D P
	5.1.2 Deliver ethical, effective and responsible leadership reflective of community needs and vision	D
5.1 Responsive and efficient management	5.2.1 Develop strategies and plans to secure long-term financial sustainability and ensure effective service and infrastructure delivery.	D
	5.2.2 Foster an effective workforce and organisational culture that prioritises safety, best practice, and continuous quality improvement.	D P
	5.2.3 Deliver efficient and responsive customer services to the community	D A P

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Measures

Indicator	Target	Source
Council financial sustainability benchmarks	Meet or exceed benchmark	Council Financial Statements
Community satisfaction with the opportunity to have your say on key issues affecting community	Maintain or improve	Survey
Council performance – community satisfaction rating	Maintain or improve	Survey
Customer Service – community satisfaction rating	Maintain or improve	Survey

Key partners

Office of Local Government, NSW Audit Office, SSROC, community organisations, committee representatives,

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.

Theme/Priority Area 6: Future Growth		
Goal	Strategy	Council's role
6.1 Sustainable growth creates an inclusive, high quality place to live and work	6.1.1 Identify and support key growth or urban renewal areas through appropriate planning and delivery	D A P
	6.1.2 Plan and deliver new and affordable housing typologies to meet changing housing needs of community	D A P
	6.1.3 Make timely and well considered decisions relating to future development proposals.	D A P
6.2 Key infrastructure to enable future growth is identified and planned.	6.2.1 Advocate to State and Federal Government to secure funding and delivery of infrastructure needed to support future growth.	D A P
	6.2.2 A strategic and financially responsible approach is taken to the planning and delivery of new or upgraded infrastructure.	D A P
6.3 Growth creates opportunities and benefits for everyone	6.3.1 Align and resource Council services to manage and support future growth	D A P
	6.3.2 Collaborate with external partners to facilitate the delivery of innovative, high-quality services, facilities and business opportunities	D A P
	6.3.3 Collaborate with external partners to identify opportunities for business innovation	D A P

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Measures

Indicator	Target	Source
% diverse types of housing available	Increased diversity	ABS
Approved pipeline of new residential development	3500 new dwellings by 2029	Council Records
New public benefits are secured through voluntary planning agreements	Additional open space and affordable housing is provided	Council records
Appropriate action is taken to ensure new development achieves the principles of Design Excellence	Development applications are referred to a Design Review Panel.	Council report
Results and progress of advocacy	Commitments made	Council report

Key partners

Members of Parliament (NSW and Federal Government), Department of Planning, Transport for NSW, City of Canada Bay Council, City of Parramatta Council, Burwood Council, Sydney Olympic Park Authority, key local business and community organisations.

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Glossary

Action(s): A resourced program or project set out in the annual Operational Plan.

Assets: Includes roads, footpaths, drainage, bridges, traffic facilities, cycleways, buildings and parks

Capital works program: Council's adopted program for the provision of capital projects.

Circular economy: A whole of system approach which tackles climate change, biodiversity loss, waste and pollution. It is a resilient system by design, where finite resources are continuously made and remade, delivering environmental, economic and social benefits to communities, businesses and our natural environment.

Community Strategic Plan (CSP): Identifies the long-term aspirations of the Strathfield community for the next 10 years and beyond. It is the community's plan. The CSP recognises that outcomes involve a range of stakeholders including Council, individuals, community organisations, not-for-profit sector, businesses, governments and agencies.

Delivery program: The Delivery Program sets out clear priorities and ongoing principal activities Council will undertake within our responsibilities and capacity, towards achieving the community outcomes in the Community Strategic Plan.

ICT: Information and Communications Technology

Integrated Planning and Reporting Framework (IP&R): The IP&R framework for Local Government was introduced in 2009 as an amendment to the Local Government Act 1993. It provides an integrated approach to community, financial, asset and resource planning. The IP&R framework consists of a hierarchy of documents including the Community Strategic Plan, Community Engagement Strategy, Resource Strategy, Delivery Program, and an Operational Plan, which are reviewed periodically. The framework is supported by reporting such as the Annual Report.

LGA: Local Government Area

Operational plan: Council's annual plan which outlines specific actions, tasks or projects to be undertaken. It includes our annual budget. Performance measures or performance indicators: The assessment methods used to determine the effectiveness of the service and activities detailed in the Delivery Program.

Resource strategy: The Resource Strategy sets out the organisational capacity and resources of Council to manage assets and deliver services over the life of the plans. This strategy includes Workforce plan, Asset management plan and Long-term financial plan.

Stakeholders: Individuals, groups and organisations who have an interest in our operations.

Strategies: Strategies are the responses outlining how we will achieve the community outcomes in the Community Strategic Plan. Each community outcome must be accompanied by a list of strategies that respond and will be implemented to achieve each community outcome.

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