

A nighttime photograph of a festival or event. In the foreground, a large, ornate, multi-tiered fountain with a central spout is illuminated with warm lights. The fountain is surrounded by a low stone wall. In the background, a series of white, diamond-shaped metal frames are arranged in a line, also illuminated. A white picket fence runs across the middle ground, with a black sign featuring the letters 'SF' in large, orange and red font. People are visible in the background, some standing and some walking. The scene is lit with warm, yellow and orange lights, creating a festive atmosphere.

DRAFT
Delivery Program
2022-2026
Operational Plan
2024-2025

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Recognition of Traditional Custodians

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

Mayor's Message

I am pleased to present the Strathfield Council Delivery Program 2022-2026 and Operational Plan 2024-2025. This document sets out the programs, services, projects and capital works as well as Council's draft budget and fees and charges for 2024-2025 financial year.

The 2024-2025 Operational Plan is strongly focused on delivery of quality services and infrastructure and the preparation of masterplans for future residential development in the Strathfield Council area to meet increasing community housing demands. Progress is also underway in preparation of a masterplan for the Strathfield Town Centre masterplan.

Council provides a wide range of services and programs to our community. The plan has a strong focus on providing core services, like road and footpath renewals and maintenance, waste management, community facilities, library services, parks and playgrounds. I am pleased that Council in 2024-2025 will continue to prioritise programs that improve the maintenance of our local area and access by our community to our services.

This plan outlines many new initiatives and projects. One I wish to highlight is the progress of our Western Sydney Infrastructure Grant projects which will see the improvement of several open spaces over the coming years and delivery of our new iConcierge platform which will enable the community to more readily interact with our services.

Finally, this will be the final Operational Plan adopted in this Council term. Following the September 2024 Council election, the newly elected Council will consider the community priorities and review its current strategic and operational plans.

As Mayor, it has been an honour, pleasure, and privilege to serve this community. I take this opportunity to acknowledge the efforts and work of our Councillors, the General Manager and Executive and members of staff.

Thank you for taking the time to read our draft Operational Plan for 2024-2025. Community feedback is welcomed at this time and more information about how you can have your say can be found at <https://haveyoursay.strathfield.nsw.gov.au/>

Cr Karen Pensabene
Mayor of Strathfield
2024

General Manager's Message

The Delivery Program sets out the principal activities that Council intends to implement over the next four years guided by the goals and strategies of the Strathfield Community Strategic Plan 2035. This plan incorporates the Operational Plan for the 2024-2025 financial year, which outlines the services, capital works and projects that will be delivered over this year as well as Council's projected budgets and schedule of fees and charges.

This is the final Delivery Program and Operational Plan for this term of Council. Following the local government elections in September 2024, the community will be engaged in the review of the Strathfield Community Strategic Plan and a new Delivery Program will be prepared for the next term of the Council.

In this final plan in the current term of Council, I would like to acknowledge the support of our Mayor and Councillors. In this term, our Council has prioritised programs and projects to improve the quality of our community infrastructure and our services. Of particular importance to the sustainability of the Council area the actions taken to improve Council's finances and improvements in management of our community assets.

Over this Council term, a wide range of projects and programs have been delivered. Going forward, we have secured funding from the NSW Government to enable upgrades and new facilities in Airey Park, Begnell Reserve, Hudson Park, Strathfield Park and Cooke Park. Alongside new facilities, we have prioritised improving the maintenance of existing infrastructure across the Council area including parks, playgrounds, sportsgrounds, roads and footpaths to ensure they remain fit for purpose.

Future planning directions of the Strathfield Council area is important to current and future communities. Over the next year, Council will be finalising its preparation of masterplans for Homebush Transport Orientated Development (TOD) and Strathfield Town Centre to manage new development and infrastructure for our communities.

I would like to recognise the importance of our staff who constantly deliver on Council's commitments to the community. We are committed to providing a safe and supportive organisational culture which encourages staff performance and wellbeing. Recently a new organisational culture vision was adopted after extensive staff consultation that expresses our pride in serving the Strathfield community.

'Empowering & connecting our community through sustainable partnerships, innovation & growth. A Pleasure to Live • A Place to Achieve • A Passion to Thrive. Proud to be Strathfield'

Michael Mamo
General Manager
2024

Introduction

Strathfield Council's Delivery Program 2022–2026 and Operational Plan & Budget 2024-2025 has been prepared in response to the Strathfield Community Strategic Plan 2035. The Community Strategic Plan is prepared on behalf of the Strathfield community and sets out our community's shared vision and aspirations for the next 10 years and beyond and is Council's highest-level plan.

The Delivery Program provides an overview of the services, activities, and projects that Council intends to deliver to meet the needs of its diverse and growing community from 2022 to 2026. The Delivery Program and Operational Plan sets out Council's capital works programs, new projects and delivery of Council services and programs across all areas of Council. The Operational Plan also includes the proposed rates, fees and charges for the financial year.

The Delivery Program and Operational Plan is informed by the priorities of the elected Council following extensive community engagement. These plans are supported by Council's Resourcing Strategy, which sets out how Council manages its workforce, assets and long-term financial planning to ensure the Council is sustainable in the longer term.

Many issues facing the Strathfield Council area are often beyond the direct control of Council, such as public transport, health, schools, housing, regional planning and employment. 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. 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.

Council regularly reviews and updates its Community Strategic Plan documents. A full revision is undertaken following Council elections to align plans with the local government election cycle. This helps to ensure that Council's response remains flexible and responsive to the social, economic, civic and environmental needs of the community.

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 located 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 but 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 European settlement commenced with land grants in 1793, though residential development and growth commenced from the late 1800s promoted by access to rail transports at Homebush, Strathfield and Flemington. Significant population growth occurred after WWI and with the addition of the former Homebush Council in 1947 and part of Enfield Council in 1949, the population stabilised around 27,000 to 29,000 until the 2000s, when population increased due to redevelopment of land for multi-unit dwellings particularly in town centres and transport hubs. The estimated resident population of Strathfield LGA is 47,824 (ABS ERP 2023).

Strathfield's demographics

The estimated resident population of Strathfield LGA is 47,824 (ABS ERP 2023). Strathfield LGA has a population density of 3,423 persons per square km (2023). The LGA's medium age is 33 years. Based on Census 2021, those aged 25-34 years comprise 24.3% of the population and are the largest population segment. 12% of the population are aged over 65 years and 0.4% of the population are Aboriginal and Torres Strait Islanders.

67% of Strathfield's housing is comprised of medium and high density as compared to 46% in Greater Sydney. Whereas only 31% of housing is a separate dwelling as compared to 53% in Greater Sydney. 48% of Strathfield's residents either own or are purchasing their home and 44% are renting. Over 40% live in family households while 20% live in lone person households. The average household size in the LGA is 2.73 people.

The Strathfield LGA is a culturally diverse community with approximately 58.9% born overseas and 65% of residents speaking a language other than English at home including Mandarin, Nepali, Cantonese, Korean and Arabic.

Over 44% of the residential population have a degree or higher qualification and 33.8% of residents aged over 15 are professional workers. More information on Strathfield Council's profile may be found on Council's website at www.strathfield.nsw.gov.au

Strathfield LGA Population 47,824 (ABS ERP 2023).	Median age 33 years (2022)
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Indigenous community 0.4% (2021)	Population born overseas 59% (2021)	Residents speaking a language other than English at home 65% (2021)
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Couples with children 33% (2021)	Older couples without children 6% (2021)
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Lone person households 19% (2021)	Group housing 8.3% (2021)
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Population 24 years and under 29.5% (2021)	Population 65 years and over 12% (2021)
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Total residential dwellings 16,700 (2022)	Medium-high density dwellings 67% (2021)
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Households renting 44% (2021)	Households owned/purchasing 48% (2021)	Households with a mortgage 28% (2021)
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% population living and working in Strathfield LGA 14% (2021)	% Population in labour force 63% (2021)	% professionals and managers 46% (2021)
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% attending University 9% (2021)	% with University qualification 45% (2021)	% completed Year 12 schooling 77% (2021)
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Strathfield at a glance – features

Strathfield Council incorporated 1885	No of Councillors 7
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No. of streets in LGA 239	Length of Kerb and Guttering 194km	Length of Footpaths and Cycleways 199km
Number of park Trees 45,000 (estimated)	Number of street trees 12,000 (estimated)	Largest park Hudson Park
No. of rail stations 3	No. of local schools 18	No of universities 1
Public open space in LGA 9%	Number of sportsgrounds 23	No of parks 40+

Key initiatives 2024-2025

The Delivery Program and Operational Plan includes the following initiatives in 2024-2025:

- Progress planning and community engagement for upgrades and new facilities funded under the Western Sydney Infrastructure Grants Program in Airey Park, Begnell Reserve, Hudson Park, Strathfield Park and Cooke Park.
- Preparation of masterplans for Homebush Transport Orientated Development (TOD) and Strathfield Town Centre to guide future development.
- Public exhibition and adoption of a new Strathfield Infrastructure Contributions Plan.
- Providing training and induction programs for the newly elected Councillors.
- Community engagement and review of the Integrated Planning and Reporting system and adoption of reviewed or new strategic and operational plans.
- Improvements to the maintenance and cleanliness of Strathfield's public domains, parks and residential streets, with particular emphasis on illegal dumping.
- Deliver local infrastructure improvements including renewals and maintenance of road and footpaths, kerbs and gutter, buildings and parks renewals to ensure assets meet community service standards and reduce asset backlogs.
- Improving community access to Council services and bookings through the implementation of iConcierge application for online bookings, payments and lodging of requests.
- Opening of the Community Service Centre at Homebush to provide support services, especially for Strathfield's multicultural communities.
- Continuing operations in Council's works areas, parks and gardens, compliance activities, town planning/development approval, natural resource management, environmental initiatives and waste collection services.
- Provision of corporate management services to support the operational areas of Council such as people and culture, records management, finance and technology infrastructure.
- Operations of governance, administration and secretariat activities consistent with legislative requirements as well as providing support for elected Council members.
- Facilitation and delivery of a range of community programs to support the social, recreation, health and leisure needs of Strathfield's multi-cultural and diverse community.
- Continued operation of library and information services which provide access to programs and services to support literacy programs, early learning and cultural needs.
- Coordination of a wide range of events and exhibitions to encourage local community participation and involvements.
- Preparation of Council's Recreation and Wellness Strategy.
- Implementation of Council's Reconciliation Action Plan.

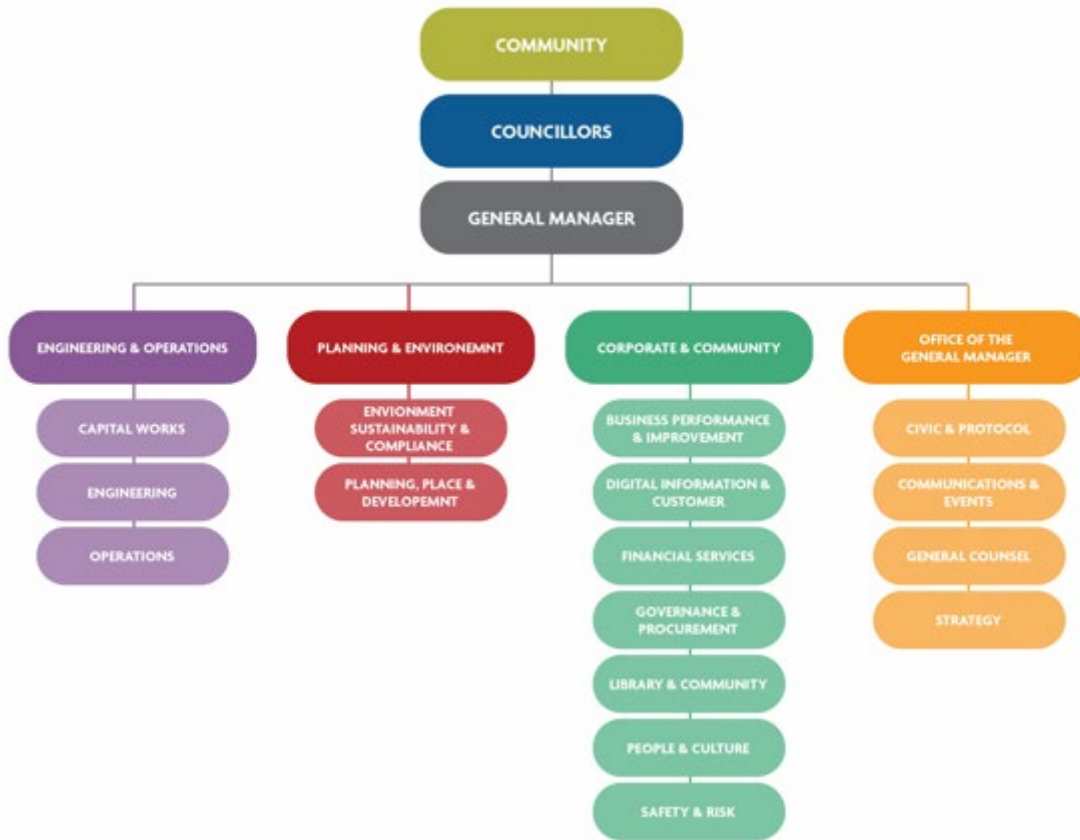
Strathfield Council

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*.

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.

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: Provide crucial internal support services to facilitate the Council's service delivery, including the management of Council library and community programs.

Office of the General Manager: Manages the overarching organisation of Council, as well as Council's internal legal services, civic engagements, including citizenship ceremonies, community communications, and flagship events like the Strathfield Festival.

Council's Workplace Culture Vision



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

Proud to be Strathfield

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 the 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.

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.

A final draft was presented to Council's Leadership teams for final approval, and the Statement confirmed and presented to all staff. 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.

Councillors

Strathfield's Councillors were elected in December 2021 to serve until the next election in September 2024. Cr Karen Pensabene and Cr Sandy Reddy were elected as Mayor and Deputy Mayor in September 2023.

The current Councillors are:

- Cr Matthew Blackmore
- Cr Benjamin Cai
- Cr Raj Datta
- Cr Nella Hall
- Cr Sharangan Maheswaran
- Cr Karen Pensabene
- Cr Sandy Reddy.

Councillor Priorities

The elected Council sets the strategic and policy direction for Council and oversees the affairs of Council. The elected Council determined the following priorities for the Delivery Program 2022-2026, which generally aligns with the Council term. These priorities provide focus on Council's medium-term priorities over the term of the program.

Civic Leadership

- Restore good governance, accountability, transparency, and openness in Council's decision-making processes.
- Improve community confidence in Council leadership.
- Ensuring Council is financially sustainable and provides value for money and deliver high quality customer focussed services across all Council areas.
- Ensure the community are well-informed about Council and community activities through improved Council communications.
- Strengthen connections with other levels of government and participate in regional leadership.

Environment

- Develop detailed strategies for design and planning to manage change and increases in densification and population.
- Establish a well-planned approach for development and design of the Strathfield Town Centre.
- Improve and deliver higher standards of quality of urban and building design. Ensure new development is compatible with local character, preserves integrity of established streetscapes and positively addresses environmental impacts.
- Increase healthy tree coverage, green spaces, and corridors with access to quality open space, parks and natural environment especially near high density development.
- Address urban heat impacts, climate change and improve sustainability practices and programs across Council operations.

- Ensure new population and housing growth are supported by local, regional and state infrastructure and services.
- Improve management and support of heritage conservation and places of local character.
- Maintain clean and attractive public areas and streets and ensure delivery of regular and scheduled waste and cleansing programs.

Social

- Provide access to community, library and recreational facilities and provide a range of affordable programs and events that covers a wide range of ages and interests.
- Provide and facilitate awareness of and support for First Nation peoples and Culturally and Linguistically Diverse (CALD) communities especially newly arrived migrants.
- Address community safety across all areas of Council operations to maintain Strathfield as a safe place to live, work, visit or study.

Economic

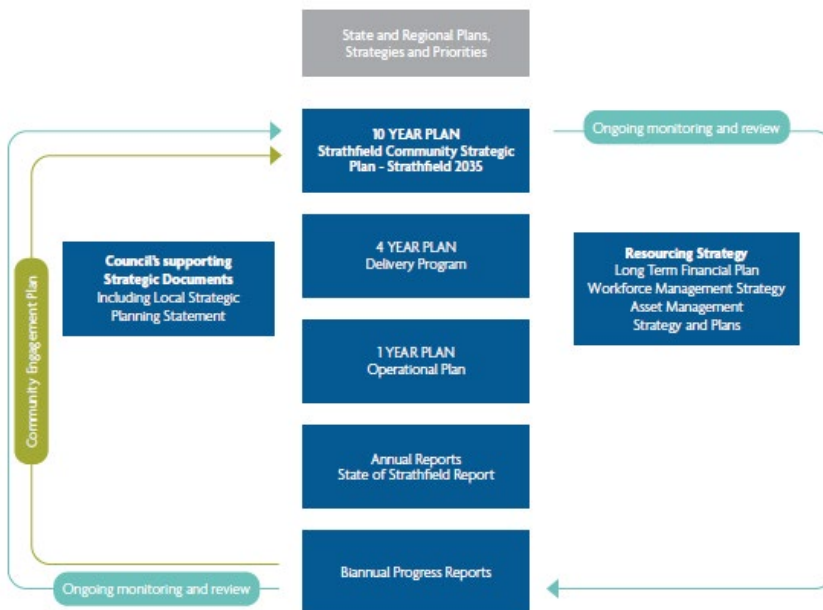
- Review and evaluate Council's Connector Bus service and access to community transport services.
- Manage and respond to transport and parking issues to maintain safety and provide fair access to services and parking.
- Promote active public domains and improved commercial centres.
- Integrate smart technologies into Council operations to improve access and delivery of services and information.

Service Reviews

To ensure that our services are efficiently and effectively delivered within a framework of accountability, Strathfield Council undertake formal Service Reviews from 2024-2025. In reviewing our services, Council will engage with the community and other stakeholders to determine service levels and appropriate measures. A key project for Council in 2024-2025 is the development and implementation of a Service Review program. Council's service reviews will examine costs, quality, and efficiency of delivery through the collection and analysis of service data that will enable informed decision making. Service Reviews will be monitored by the Audit, Risk and Improvement Committee.

Planning for Strathfield's Future

THE IPR 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.

- The **Community Strategic Plan** is prepared for a period of at least 10 years and is informed by Community Engagement. 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 **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.
- The **Delivery Program 2022-2026** is a four-year plan that sets out the activities that Council will undertake to meet the community aspirations detailed in the Community Strategic Plan. 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.

Community Vision and Values

The Strathfield 2035 Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2035. The Community Strategic Plan is guided by the community vision for the Strathfield LGA.

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

Community Engagement

An extensive community engagement process was undertaken in 2021-2022 to enable the community to have their say on their priorities for the Strathfield LGA. A wide range of engagement methods were used including surveys, focus groups, interviews, forums, and stakeholder meetings. Engagement feedback has influenced the preparation of the IPR plans and actions. The key engagement activities included:

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

Community Values and Key Issues

Community engagement with the local community and stakeholders for this plan identified the features and characteristics of the Strathfield LGA that are highly valued and important to the Strathfield community.

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

What the Community told us

The Strathfield community places high value on community safety and generally feels safe at home and in the streets and suburbs of the LGA. The issue of safety spans across crime prevention and anti-social behaviours to the maintenance of public areas and standards of public health. There is an expectation that Strathfield is a safe, clean and well-maintained place to live, work or visit.

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

The community has significant concerns about population and housing growth and their impact on the local area. Impacts range from increasing demand for transport, parking and additional traffic congestion, demand for new and upgraded local facilities

and infrastructure to support new populations with diverse needs and the impact of new development on the built and natural environment and streetscapes of the Strathfield LGA.

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

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

Top 10 Community Issues

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

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

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

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

Community engagement highlighted diverse needs for community-based programs and facilities. Many raised concerns with the cost of hire of facilities, difficulties in accessing community transport to attend events and programs, lack of local programs and activities especially for seniors, lack of migrant support resources as well as insufficient local community facilities.

Improving communication and information access in the community and with Council was a theme throughout most consultations as information on Council initiatives and events as well as reporting on local community affairs was not always reaching the community at large. For some migrant groups and young people there is a lack of awareness or understanding of civic engagement and participation, which is an area that requires education and awareness.

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

How this plan addresses community priorities

The top 10 Community Issues are integrated across the five themes of the Community Strategic Plan. The Delivery Program sets out Principal Activities for a four-year period, which are implemented by the actions in the annual Operational Plan. Community issues are addressed by a range of integrated actions including planning, service delivery and/or advocacy. These are embedded within the various Principal Activities as part of an integrated process.

Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
<p>1. Managing traffic, parking and connected transport systems including public transport, walking and cycling</p>	<p>1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options</p> <p>1.2.1.2 Manage effective and safe local traffic and transport services and well-maintained infrastructure</p> <p>1.2.2.2 Review and manage plans and initiatives to improve road safety and provide fair access to parking.</p>	<ul style="list-style-type: none"> - Preparation of studies and strategies for LGA wide transport and traffic, and managing on-street parking - Renewal and maintenance of local transport infrastructure e.g. roads and footpaths - Monitoring of heavy vehicle traffic and parking patrols of areas of high demand parking - Road safety programs and campaigns - Advocacy to NSW Government on local and regional transport issues.
<p>2 Healthy tree coverage, green spaces and corridors throughout the Strathfield area</p>	<p>4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA</p> <p>4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways</p> <p>2.3.1.2 Maintain safe public environments and manage reductions of hazards.</p>	<ul style="list-style-type: none"> - Implement street tree planting and maintenance programs - Administration of tree applications for pruning and removal, investigation of breaches and complaints - Continuation of an Urban Forest Strategy audit to identify quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces.

Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
3 Population and housing growth are supported by infrastructure and services	<p>1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density</p> <p>1.1.2.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs.</p>	<ul style="list-style-type: none"> - Collaborate with Department of Planning to deliver Parramatta Road Urban Amenity Improvement Program projects - Advocate for regional infrastructure and services to support population growth - Delivery of annual capital works programs for new and upgraded local infrastructure - Implement major capital works programs under grants such as WILGA and WIRC.
4 Access to quality open space, parks and natural environment	<p>2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities</p> <p>2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.</p>	<ul style="list-style-type: none"> - Maintenance of parks, open spaces and natural environment including wetlands and natural areas - Preparation of park masterplans and plans of management for community land.
5 That Strathfield is a safe place to live, work or study	<p>2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity</p> <p>2.3.1.2 Maintain safe public environments and manage reductions of hazards.</p>	<ul style="list-style-type: none"> - Collaborate with Police on targeted community education on safety issues - Undertake safety audits - Undertake public health inspections of food shops and services Investigate pollution incidents - Administer companion animal management.
6 High standards of built and natural environments	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	<ul style="list-style-type: none"> - Review and preparation of development control plans and local environmental plans - Provide Heritage advisory

Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
which are sympathetic to local character and streetscapes	4.1.2.1 Ensure effective and efficient planning and development processes and outcomes that reflect community values.	<p>services</p> <ul style="list-style-type: none"> - Notify community, assess and determine development applications and proposals.
7 That Council is responsive, accountable and includes community in decision making processes	<p>5.1.1.1 Engage and provide opportunities for the community to participate in decision making processes</p> <p>5.1.3.1 Provide support to Councillors to enable effective and representative decision making based on community priorities</p> <p>5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance</p> <p>5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services.</p>	<ul style="list-style-type: none"> - Undertake community engagement to guide Council decision making on major plans and projects - Provide support to Councillors to enable informed decision making e.g. briefings, training and skills development - Prepare plans and regular reporting to the community on Council's performance and financial sustainability.
8 Street and public spaces are attractive and well maintained	4.2.2.2 Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways.	<ul style="list-style-type: none"> - Waste collection services - Cleanup of illegal dumps - Daily cleansing of town centres - Street sweeping services.
9 Advocacy to State Government on health, education, transport, community and other services to support growing population	<p>1.2.1.1.2 Advocacy for the State Government to provide funding and support to address congestion and safety at the intersection of Centenary Drive and Aurthur Street.</p> <p>1.2.1.1.3 Advocacy for the State Government to provide funding and support to address the Marlborough Road safety improvements.</p>	<ul style="list-style-type: none"> - Planning and delivery of infrastructure to support population growth and increasing density - Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options - Collaborate and engage with NSW Government agencies,

Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
		<p>other councils, schools and general community to participate in environmental and stormwater education and programs.</p>
<p>10 Managing urban heat impacts and promoting efficient use of water, energy and waste resources</p>	<p>4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA</p> <p>4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways</p> <p>4.3.2.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.</p>	<ul style="list-style-type: none"> - Prepare and deliver community environmental education programs - Tree planting programs - Participate in regional partnerships to improve urban ecosystems - Identify environmental infrastructure upgrades for energy and water management.

Delivery Program

Council's Delivery Program details the principal activities that will guide Council in the period 2022-2026 to prioritise resources and actions to achieve the community's strategic priorities and goals of the Community Strategic Plan.

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

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

While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program and Operational Plan translates these strategic goals into clear, measurable actions that Council is committed to deliver.

All of Council's services, programs and projects are aligned to the outcomes from the Community Strategic Plan. The Operational Plan 2024-2025 allocates resources and actions for delivery of actions over a financial year. The Strathfield Delivery Program 2022-2026 and Operational Plan 2024-2025 are presented as a combined plan.

Performance Monitoring

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

- Budget reviews are reported at the end of each financial quarter.
- Progress reports are presented to Council on the principal activities in the Delivery Program 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 2024 Council election.

Theme 1: Connectivity Theme

This theme reflects on the centrality and connectivity of the Strathfield LGA to Greater Sydney and beyond through infrastructure, transport and communications. The high levels of connectivity are significant attractors for residents, businesses, students and visitors to the Strathfield LGA.

The theme is concerned with planning for and the delivery of regional, state and local infrastructure to meet the needs of increasing populations, ensuring regional and local transport networks are integrated, connected and safe, and that service delivery and information access is optimised through integration of communications and digital technology.

Theme/Priority Area 1: Connectivity		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
1.1 Sustainable growth supported by well-planned and accessible infrastructure and services	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density
	1.1.2 Plan and deliver high quality and strategically located local infrastructure to support current and future population needs	1.1.2.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs
1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks	1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options
	1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	1.2.2.1 Manage effective and safe local traffic and transport services and well-maintained infrastructure
		1.2.2.2 Review and manage plans and initiatives to improve road safety and provide fair access to parking

Theme/Priority Area 1: Connectivity		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
1.3 Optimised service and information access and delivery through effective communications and digital technology	1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities	1.3.1.1 Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities
	1.3.2 Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	1.3.2.1 Design and implement technology-based solutions that support enhanced and improved public information access and service delivery

Theme 2: Community Wellbeing Theme

This theme concerns supporting 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 that enhance healthy active lifestyles.

Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, in the promoting healthy and active communities through provision of facilities and collaborating with partners in delivering programs and enhancing 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		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience	2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks.
		2.1.1.2 Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	2.1.2.1 Facilitate and partners with key stakeholders to support aged and disability
		2.1.2.2 Facilitate programs that support children, youth and their families
		2.1.2.3 Provide recognition and support for community organisations and volunteer programs
2.2 Healthy and Active Communities	2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities.
		2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.

Theme/Priority Area 2: Community Wellbeing		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
	2.2.2 Promote healthy and active living programs	2.2.2.1 Collaborate and provide opportunities to improve community participation in healthy living programs and activities
2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity
		2.3.1.2 Maintain safe public environments and manage reductions of hazards
		2.3.1.3 Promote and build community resilience, capacity and self-reliance

Theme 3: Celebrating Culture and Place

The theme relates to creating vibrant and enticing public domains, especially our town, village and commercial centres, which blend access to services with opportunities for social connectivity.

The theme also celebrates Strathfield as a place of learning, culture and creativity supported by events, cultural programs and acknowledgement of civic and community achievements which promote a sense of civic pride and belonging.

Theme/Priority Area 3: Celebrating Culture and Place		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	3.1.1.1 In collaboration, plan, deliver and promote vibrant attractive and safe town and village centres and commercial areas
	3.1.2 Support programs to promote activity and sustain local business	3.1.2.1 Promote a range of activities and experiences to attract local community and visitors to the Strathfield area
		3.1.2.2 Implement programs to educate, improve and monitor business regulation compliance
3.2 Place of creativity, culture and learning	3.2.1 Facilitate and support learning, community and cultural programs, events and activities	3.2.1.1 Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion
		3.2.1.2 Promote the use of council facilities
	3.2.2 Foster and celebrate local identity	3.2.2.1 Explore and reflect on shared culture, history and heritage of Strathfield's communities
		3.2.2.2 Promote and deliver events that connect communities and celebrate achievements

Theme 4: Liveable Neighbourhoods

This theme concerns ensuring well planned urban design, protection, and maintenance of the built and natural environment of the LGA. Liveable Neighbourhoods involve high quality, well planned, sustainable, clean, and well maintained urban and natural environments that balance new development with the retention and reflection of established local character and healthy thriving and resilient natural environments.

Development, changing lifestyles and increasing population also create higher levels of waste, resource usage and pollution, creating pressure on the local area, at a regional and local level, to maintain the high standards of amenity, character, and liveability of the Strathfield LGA.

Theme/Priority Area 4: Liveable Neighbourhoods		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
4.1 Quality, liveable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA
	4.1.2 Deliver effective and efficient planning and development processes	4.1.2.1 Ensure effective and efficient planning and development processes and outcomes that reflect community values
4.2 Clean, attractive and well-maintained neighbourhoods and public domains	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	4.2.1.1 Deliver efficient, effective and responsive waste services and education to improve resource recovery and reduce illegal dumping
	4.2.2. Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety
		4.2.2.2 Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways

Theme/Priority Area 4: Liveable Neighbourhoods		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
4.3 Healthy, thriving, sustainable and resilient environments	4.3.1 Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency	4.3.1.1 Protect, monitor, and expand urban forest and tree canopies across the Strathfield LGA
		4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (refer: LSPS P13)
		4.3.1.3 Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs
	4.3.2 Implement sustainable practices and efficiencies in resource use to support a healthy built environment	4.3.2.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.

Theme 5: Responsible Leadership

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

Theme/Priority Area 5: Responsible Leadership		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
5.1 Council's leadership and decision making reflects community priorities and values	5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy	5.1.1.1 Engage and provide opportunities for the community to participate in decision making processes.
	5.1.2 Deliver ethical, effective and responsible leadership and transparent and accountable decision making	5.1.2.1 Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations
		5.1.3.1 Provide support to Councillors to enable effective and representative decision making based on community priorities
5.2 Council is effectively and responsibly managed and responds to community needs	5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance
		5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services
		5.2.1.3 Ensure Council is properly resourced to meet challenges of implementing the Delivery Program

Theme/Priority Area 5: Responsible Leadership		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 - Principal Activity
	5.2.2 Deliver efficient and effective customer services to the community	5.2.2.1 Respond to customer requests, complaints and access to information to a high standard of customer service

Resourcing the Delivery Program 2022-2026

Council's Financial Sustainability

Creating a more financially sustainable future for Council is necessary to ensure we can provide a safe and growing community, which provides all the services that our residents and businesses expect and enjoy.

Councils are required to follow principles of sound financial management. Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.

Simply put, if our finances are not in order, we will find it difficult to offer all our current services and will put our Council at significant operational risk. Council undertook a financial sustainability review in 2022 and identified a significant residual funding gap that needed to be addressed as Council's financial sustainability was at risk. Given Council's obligations to employ sound financial management principles and ensure that it generates sufficient revenue to provide the level and scope of services and infrastructure agreed with its community, Council acted urgently to ensure its ongoing financial sustainability.

In consideration of the residual funding gap of both operational and capital requirements, Council reviewed its rating structure to:

- Have a more equitable rating structure.
- Create a sustainable rating structure for the future.
- Maximise the rates income from future rate assessment growth.
- Rebalance the income generated for provision of general fund services.

In 2023, Council reviewed its options and obtained approval for a special rate variation (SRV) from the Independent Pricing and Regulatory Tribunal (IPART) to commence the establishment of a sustainable future.

Special Rate Variation (SRV)

Council's approved IPART SRV included the following:

2024-2025	2025-2026	2026-2027
13%	17.5%	7.5%

In conjunction with the IPART SRV, Council also received approval to introduce a minimum rate which will be set at \$1,200 for 2024-2025.

Operational Plan 2024-2025 Budget

Operating Budget

The 2024-2025 draft operating budget anticipates total income from continuing operations of \$64.867M and total expenses from continuing operations of \$61.374M, resulting in a net operating surplus of \$3.494M inclusive of capital grants and contributions. Excluding capital grants and contributions, the net operating result is a deficit of \$5.989M.

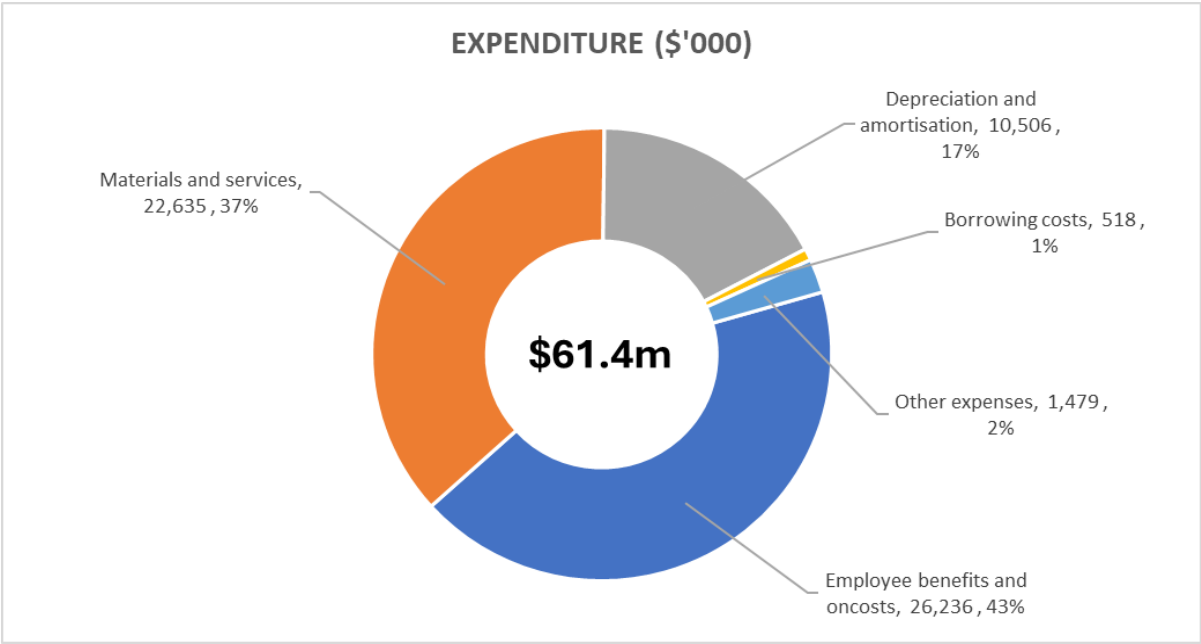
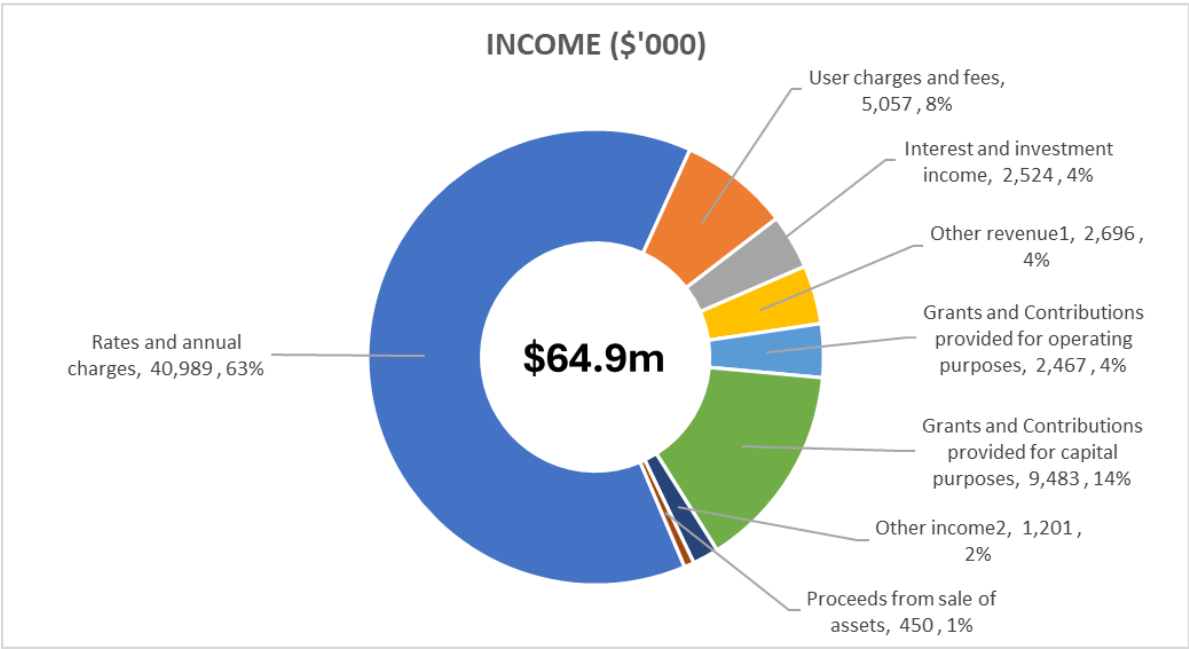
Operational Budget	Draft 2024-2025 \$'000
Income	
Rates and annual charges	40,989
User charges and fees	5,057
Interest and investment income	2,524
Other revenue ¹	2,696
Grants and Contributions provided for operating purposes	2,467
Grants and Contributions provided for capital purposes	9,483
Other income ²	1,201
Proceeds from sale of assets	450
Total income from continuing operations	64,867
Expenditure	
Employee benefits and oncosts	26,236
Materials and services	22,635
Depreciation and amortisation	10,506
Borrowing costs	518
Other expenses	1,479
Total expenditure from continuing operations	61,374
Net operating surplus / (deficit) from continuing operations	3,494
Net operating surplus / (deficit) from continuing operations before grants and contributions provided for capital purposes	(5,989)

¹ "Other revenue" mainly comprises income from fines, infringements, reimbursements, rebates and other cost recoveries.

² "Other income" comprises income from leases, licenses, rentals and permits.

Cash Budget Result

Cash Budget Result	Draft 2024-2025 \$'000
Net operating surplus / (deficit) from continuing operations	3,494
Less: Capital expenditure	(26,823)
Add back: non-cash items (depreciation & amortisation)	10,506
Internal financing activities:	
Less: Transfers to reserves	(36,780)
Add: Transfers from reserves	39,847
External financing activities:	
Add: Proceeds from borrowings	10,000
Less: Repayment of borrowings (principal only)	(241)
Cash budget surplus / (deficit)	4



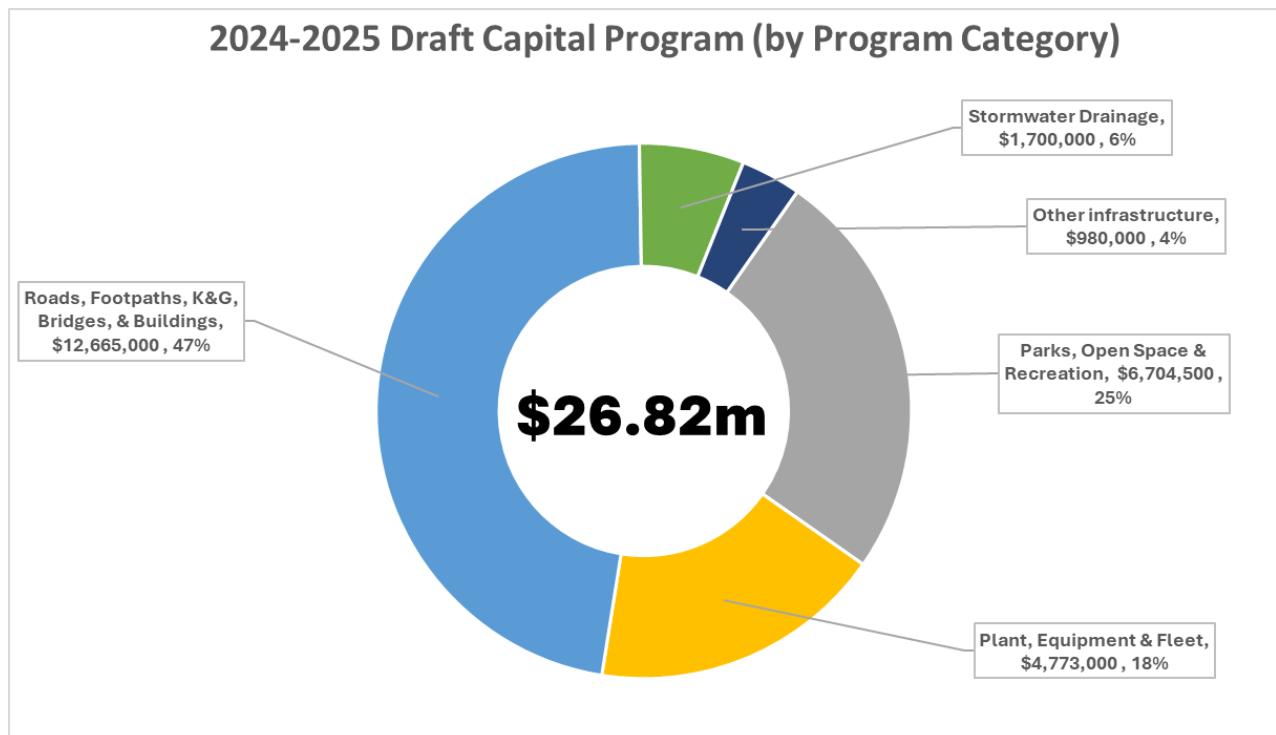
Capital Works Program and Budget Result

Council plans to spend \$26.9M in 2024-2025 funded by grants and contributions, loans and reserves in addition to funding from the operating budget.

Capital Budget by Program	Amount \$'000
Roads, Footpaths, K&G, Bridges, & Buildings	12,665
Parks, Open Space & Recreation	6,705
Plant, Equipment & Fleet	4,773
Stormwater Drainage	1,700
Other infrastructure	980
Total Capital Budget	26,823

The capital budget is funded as follows:

General revenue	3,004
Proceeds from loan borrowing	10,000
Capital grants	6,895
Developer contributions	1,520
Domestic waste reserve	1,600
Internal reserves	3,353
Borrowing against consolidated internal reserves	450
Total Capital Funding	26,823



Statement of Revenue Policy 2024-2025

Council's Statement of Revenue Policy identifies the proposed revenue from each of the following sources of funding:

- Rates
- Domestic waste annual charge
- Fees and charges
- Private works
- Borrowings
- Investments.

Council's total income from levying rates on property for the financial year 2024-2025 is capped by the Special Variation instrument and Minimum Rate instrument issued by Independent Pricing & Regulatory Tribunal (IPART) to Strathfield council.

Rating statement

Revenue will be raised by way of residential and business rates, based on land values of all rateable properties in the Council area. Council's Rating Structure is based on an ad-valorem rate subject to a minimum.

The method of ad valorem (rate per dollar multiplied by land value) and minimum rate is used to determine what rates are paid by each property owner. If the valuation multiplied by the rate per dollar falls below the minimum rate, the minimum rate will be charged.

The rating structure comprises:

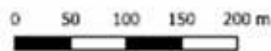
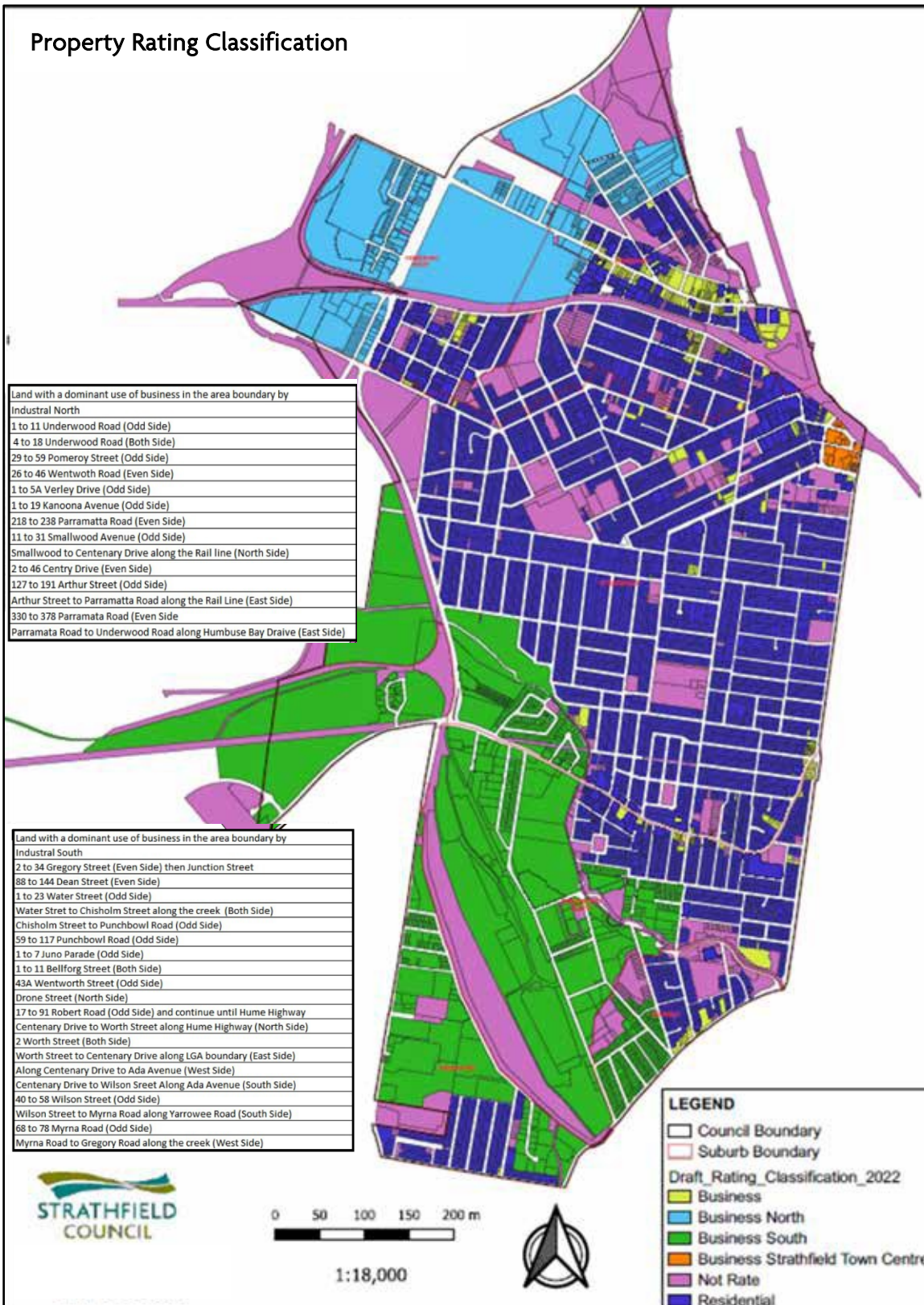
- Ordinary Rate – Residential
- Ordinary Rate – Business General
- Ordinary Rate – Business Strathfield CBD
- Ordinary Rate – Business North
- Ordinary Rate – Business South.

2024-2025 Draft Rating Structure

Categories	No. of assesme nts	Minimum Rate	Rate in the (\$)	Land Value	Land Value (subject to minimums)	No. of Minimums	Total Yeild
Ordinary Residential	17,187	\$ 1,200	0.000478100	\$ 17,330,124,002	\$ 7,539,114,002	14,229	\$ 21,755,883
Business General	401	\$ 1,200	0.002458630	\$ 802,116,797	\$ 24,965,107	150	\$ 2,090,728
Strathfield CBD	85	\$ 1,200	0.002074970	\$ 263,101,120	\$ 19,911,885	67	\$ 585,010
Business North	569	\$ 1,200	0.002555150	\$ 708,741,446	\$ 72,899,550	459	\$ 2,175,472
Business South	448	\$ 1,200	0.002572890	\$ 1,756,216,120	\$ 37,928,774	135	\$ 4,582,964
	18,690			\$ 20,860,299,485	\$ 7,694,819,318	15,040	\$ 31,190,058

nb: Please note that the draft rate structure is current as at the date of forecast. This may change as a result of movements in the rates database in respect of rateable properties between the time of forecast and the time of adoption of the final rating structure.

Property Rating Classification



1:18,000



Rate and charges reductions for eligible pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card, up to a maximum of \$250.00. In 2013 with the establishment of the Stormwater Management Service Charge (minute 132/13) that eligible pensioners and Commonwealth Seniors Health Care Card Holders be exempted from the charge. This policy has continued since it was first resolved.

Rate Instalments

Rates and charges are levied annually in July each financial year (July – June) and can either be paid in full or by quarterly instalments. Instalments are due on 31 August, 30 November, 28 February and 31 May each year.

Other Specific Rating Issues

- a) Aggregation of rates in accordance with S.548A of the *Local Government Act 1993* will apply in the following situations: for all lots categorised as Residential or Business for rating purposes, one separately titled car space and/or one separately titled utility lot that are in the same ownership as the residential or business lot and are within the same building or strata plan. All aggregations will only apply from the commencement of the instalment period following the lodgement of the application with Council. An application fee is applicable to all applications for aggregation.
- b) Council will, upon registration of a new strata or deposited plan, re-rate the property(ies) from the first instalment date following the date of registration.
- c) At the end of each month all outstanding rates debts up to a maximum of \$5.00 per assessment will be written off and the resulting abandonments shall be incorporated in Council's final accounts.

Carrying out work on private land

Under the provisions of s.67(1) of the *Local Government Act 1993*, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (user pays) basis including design, supervision and staff overheads.

Council may, on request or by agreement with the owner or occupier of land, or pursuant to an order or notice issued under *the Local Government Act 1993* or other relevant legislation, carry out any kind of work on the land which may lawfully be carried out on that land.

The types of works are, but not limited to, the following:

- Paving and roadmaking
- Kerbing and guttering
- Fencing and ditching

- Tree planting and tree maintenance
- Demolition and excavation
- Land clearing and tree felling
- Water, sewerage and drainage connections
- Gas and electricity connections.

giving effect to, or compliance with, an order issued pursuant to Section 124 of the Local Government Act 1993. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

Domestic Waste Management Charges

The full cost of providing a domestic waste management service, including general waste, recycling, and household clean up must be met from specific fees and charges payable by owners of rateable residential properties. The domestic waste management service charge includes the full cost of administration, service provision, State Government levies and tipping fees.

Section 496 of the *Local Government Act 1993* provides that:

- A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.
- A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:
 - (a) the service is available for that land, and
 - (b) the owner of that land requests or agrees to the provision of the service to that land, and
 - (c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in the following charges for 2024-2025:

Service	Cost (\$)
Domestic Waste Management Charge	\$575
Domestic Waste Management Charge (pensioners)	\$515
Additional service - 120L Garbage	\$835
Additional service - 240L Garden vegetation	\$290
Additional service - 240L Recycling	\$290
Availability Charge	\$185

Service

Details of the Domestic Waste Management Service are:

- Weekly collection of 120L/240L bin of domestic waste
- Fortnightly collection of recyclable materials
- Fortnightly green waste service (single unit dwellings only)
- 3 booked clean up collections.
- Collection and monitoring costs for illegal dumping of domestic/residential waste

- Booked matters collections.
- Advertised annual domestic e-waste chemical drop off..

Stormwater Management Service Charge

Council has established a Stormwater Management Service Charge to ratepayers used to fund capital costs associated with stormwater management programs.

The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a *Stormwater Management Services Charge (Local Government Amendment (Stormwater) Act 2005* and amendments to the *Local Government (General) Regulation 2021*).

All funding collected must be applied to stormwater management projects. The following charges are to be made for 2024-2025

Land categorised as residential	\$25.00	For a single residential dwelling
Residential strata lots	\$12.50	For each strata unit
Residential flats, community title, tenants-in-common residential units	\$12.50	For each flat/unit
Land categorised as Business	\$25.00	Plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres
Business Strata Lots, Business Company Title	\$5.00	Minimum \$5 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business.

The estimated income from the charge is approximately \$317,875.

Borrowings

Council intends to borrow \$10 million during the 2024-2025 financial years. \$8 million of this will be used to fund asset renewal projects and \$2 million will fund works at Council's golf driving range at Hudson Park.

The loan for the golf driving range works is commercial in nature and therefore will be sourced from a major Australian bank and be repaid through a term of 10 years through the income derived from the driving range.

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify those business activities in accordance with the guidelines set down by the Office of Local Government. Category 1 Businesses are those with an annual gross operating income greater than \$2 million. Based on Council's annual financial statements, the following activities have a turnover of \$2 million or more, and are therefore classified as Category 1 business activities:

- Hudson Park Golf Driving Range

Category 2 Businesses are those with an annual gross operating income less than \$2 million. Council does not have any activities that are classified as category 2 business activities.

Pricing Policy and Principles for Council Fees and Charges

In accordance with Section 608 of the *Local Government Act 1993* and other relevant legislation, Council charges and recovers approved fees and charges for services it provides.

The 2024-2025 Fees and Charges Schedule is issued as an attachment to this plan.

The fees and charges are generally intended to be imposed on the following services provided by Council under the *Local Government Act* or any other Act or regulations. This can include:

- supply of a product, service or commodity
- giving information
- providing a service in connection with the exercise of the council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- inspection of premises associated with commercial activity or building approval or compliance
- allowing admission to any building or enclosure
- possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611 *Local Government Act*)
- allowing use or benefit from Council's assets and facilities etc
- fees for business activities (s.610A *Local Government Act*).

In cases where the amount of fees and charges for service is determined under another Act or regulatory bodies, Council will apply the amount determined under the other Act or Regulation such as *Environmental Planning and Assessment Act 1979* and *Companion Animals Act 2008*.

In determining the amount of fees and charges, Council has considered the following factors:

- the cost of providing the service
- the importance or benefit of the service to the community
- prices fixed by the relevant industry bodies
- any factors specified in the Local Government regulations.

In accordance with the Section 610D of the *Local Government Act 1993*, Council charges a higher fee or an additional fee for an expedited serviced provided, for example, in case of urgency. In accordance with Section 610E of the *Local Government Act 1993*, Council may provide for reductions in the cost of use of Council facilities in accordance with Council policy.

All of Council's fees and charges, not subject to statutory controls, are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the *Local Government Act 1993* and Regulations.

In accordance with Section 610F of the *Local Government Act 1993*, Strathfield Council will give public notice for at least 28 days of changes in fees and charges already adopted or any new fees and charges.

The predominant consideration in reviewing Council's fees and charges is recovery of the cost of providing the service.

Goods and Services Tax (GST)

The Goods and Services Tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.

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Delivery Program 2022-2026 and Operational Plan 2024-2025

Council, in consultation with the community, developed Strathfield 2035, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2035 was adopted following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

Council's Operational Plan 2024-2025 is focused on actions to be implemented during a financial year relating to the Delivery Program which details the principal activities and resources allocated to achieve the community's strategic priorities and goals of the Community Strategic Plan. All of Council's services, programs and projects are aligned to these outcomes. While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program and Operational Plan translates these strategic goals into clear, measurable actions that Council is committed to deliver.

In developing the Operational Plan, assumptions are made about the Council's capacity to deliver the targets identified, however as noted, should financial, workforce and capital resources or the framework in which local government operates change, further review of programs and plans will occur which may change priorities and activities undertaken by Council.

How to read this plan

Strathfield 2035 is aligned to the community vision through five themes. Each theme includes goals (where do we want to be) and strategies (how do we get there). The Delivery Program and Operational Plan are combined, which shows how the plans are linked. The Delivery Program outlines the Council's plans for the next four years and the one-year Operational Plan, outlines what actions Council will implement to support the plan and how it will be resourced over a financial year.

Strategic Theme 1: Connectivity

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

Service areas which contribute to this theme include:

- Capital Works
- Communications & Events
- Corporate Strategy
- Digital, Information & Customer
- Engineering
- Environment
- Operations
- Planning & Place.

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Theme 1 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.1	Sustainable growth supported by well-planned and accessible infrastructure and services			
Strategy 1.1.1	Collaborate to deliver state and regional infrastructure to sustain increasing and diverse populations and development			
Delivery Program 2022-2026				
Principal Activity 1.1.1.1	Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density (LSPS PI)			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.1.1.1.1	Collaborate with DPIE to deliver Parramatta Road Urban Amenity Improvement Plan projects in accordance with the relevant project milestones.	Progress of project implementation	Engineering & Operations	Manager, Capital Works
1.1.1.1.2	Commence Recreation and Wellness Strategy (ref: LSPS A31 & A94).	Progress of study review	Engineering & Operations	Manager, Engineering
1.1.1.1.3	Prepare and update Plans of Management for community land including Crown Lands reserves.	Status of reviews	Office of GM	Chief Strategy Officer
1.1.1.1.4	Work with Department Planning, Housing and Industry to progress a Masterplan public exhibition of and planning controls changes to implement the Homebush Transit Oriented Development (TOD) Precinct.	Project progress	Planning & Environment	Manager, Planning & Place
1.1.1.1.5	Brief Councillors, report to Council and make submissions to State Government agencies to advocate for improved alignment of growth to infrastructure and service delivery.	# meetings and/or submissions	Planning & Environment	Manager, Planning & Place

Theme 1 Connectivity				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.1	Sustainable growth supported by well-planned and accessible infrastructure and services			
Strategy 1.1.2	Plan and deliver local infrastructure to meet future increases in populations and to meet diversity of community needs (LSPS P5)			
Delivery Program 2022-2026				
Principal Activity 1.1.2.1	Plan and delivery upgraded or new high quality and strategically located local infrastructure to support current and future population needs			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.1.2.1.1	Continue to progress Western Sydney Infrastructure Grants Program, including community engagement.	Progress of program implementation	Engineering & Operations	Manager, Capital Works
1.1.2.1.2	Deliver capital works program for roads, kerbs and gutter, footpath, building and parks projects in accordance with the relevant project milestones.	% of works implemented	Engineering & Operations	Manager, Capital Works
1.1.2.1.3	Public exhibition and Council adoption of a new Strathfield Infrastructure Contributions Plan. (s7.11 and s7.12).	Adoption of plan	Planning & Environment	Manager, Planning & Place

Theme 1 Connectivity				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.2	All areas of Strathfield LGA are connected by integrated and safe transport networks			
Strategy 1.2.1	Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.			
Delivery Program 2022-2026				
Principal Activity 1.2.1.1	Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.2.1.1.1	Advocacy for the State Government to providing funding for and management of the Strathfield Council Connector Bus (or similar service).	# funding provided # plan developed for the State Government to manage the Connector Bus or similar service	Corporate & Community	Manager Library & Community
1.2.1.1.2	Advocacy for the State Government to provide funding and support to address congestion and safety at the intersection of Centenary Drive and Aurthur Street.	# funding provided Support provided	Engineering & Operations	Manager Operations
1.2.1.1.3	Advocacy for the State Government to provide funding and support to address the Marlborough Road safety improvements.	# funding provided Support provided	Engineering & Operations	Manager Operations

Theme 1 Connectivity				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.2	All areas of Strathfield LGA are connected by integrated and safe transport networks			
Strategy 1.2.1	Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.			
Delivery Program 2022-2026				
Principal Activity 1.2.1.2	Manage effective and safe local traffic and transport services and well-maintained infrastructure			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.2.1.2.1	Implement and deliver parking management technology.	Progress of implementation	Engineering & Operations	Manager, Engineering
1.2.1.2.2	Monitor impact of heavy vehicles and traffic from freight corridors on local roads and residential areas and act as required.	# complaints	Engineering & Operations	Manager, Engineering
1.2.1.2.3	Progress the LGA wide transport and traffic study.	Study progress in accordance with milestones	Engineering & Operations	Manager, Engineering

Theme 1 Connectivity				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.2	All areas of Strathfield LGA are connected by integrated and safe transport networks			
Strategy 1.2.2	Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.			
Delivery Program 2022-2026				
Principal Activity 1.2.2.2	Review, manage and implement plans to improve traffic movement and manage resident access to on-street parking in areas of high parking demand.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.2.2.2.1	Review, manage and implement plans to improve traffic movement and manage resident access to on-street parking in areas of high parking demand.	# resident parking permits issued	Engineering & Operations	Manager, Engineering
1.2.2.2.2	Monitor traffic and operate parking patrols in areas with high volume movement or parking demand.	% patrol schedules met # complaints # fines issued	Planning & Environment	Manager, Environment, Sustainability & Compliance
1.2.2.2.3	Deliver roads safety program and campaigns.	Program implemented	Engineering & Operations	Manager, Engineering
1.2.2.2.4	Advocate for road safety improvements, including traffic calming and pedestrian safety	# representations	Engineering & Operations	Manager, Engineering

Theme 1 Connectivity				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.3	Optimised service and information access and delivery through effective communications and digital technology			
Strategy 1.3.1	Deliver effective communications using various media forms that inform and engage with diverse communities			
Delivery Program 2022-2026				
Principal Activity 1.3.1.1	Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.3.1.1.1	Continue the implementation of iConcierge CRM App and browser-based customer self-service system including the ability for customers to submit service requests, waste bookings, venue bookings and parking permit applications.	Progress of CRM system implementation	Corporate & Community	Manager, Digital, Information & Customer
1.3.1.1.2	Prepare Council Communications Strategy.	Strategy prepared by December 2025	Office of GM	Manager, Communications & Events
1.3.1.1.3	Respond to and monitor media for reports related to the LGA, local government and issues of community impact or interest.	# media releases; Monitor media daily	Office of GM	Manager, Communications & Events
1.3.1.1.4	Provide Mayoral communications and media support.	Fortnightly meeting	Office of GM	Manager, Communications & Events
1.3.1.1.5	Provide regular community updates on actions, proposals and decisions affecting the local community across Council's media.	# updates issued	Office of GM	Manager, Communications & Events
1.3.1.1.6	Maintain, monitor and publish accurate and up-to-date communications in various formats including print, website and social media.	# services delivered in each format, # website visits, # social media followers, # monthly printed newsletter issued	Office of GM	Manager, Communications & Events
1.3.1.1.7	Manage filming requests.	# requests as required	Office of GM	Manager, Communications & Events
1.3.1.1.8	Manage banner requests	# requests as required	Engineering & Operations	Manager Engineering

Theme 1 Connectivity				
Community Strategic Plan 'Strathfield 2035'				
Goal 1.3	Optimised service and information access and delivery through effective communications and digital technology			
Strategy 1.3.2	Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access			
Delivery Program 2022-2026				
Principal Activity 1.3.2.1	Design and implement technology-based solutions that support enhanced and improved public information access and service delivery			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
1.3.2.1.1	Prepare Information and Communications Technology (ICT) Plan. Manage Council's IT systems to maintain and improve organisational efficiency, capacity, and security.	Progress of plan	Corporate & Community	Manager Digital, Information & Customer

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Strategic Theme 2: Community Wellbeing Theme

This theme concerns supporting 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 that enhance healthy active lifestyles. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, in the promoting healthy and active communities through provision of facilities and collaborating with partners in delivering programs and enhancing safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.

Service areas which contribute to this theme include:

- Civics & Protocols
- Engineering
- Digital, Information & Customer
- Library & Community Services
- Operations.

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Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.1	Culturally diverse, socially cohesive and connected communities			
Strategy 2.1.1	Provide opportunities and programs to build community capacity and resilience			
Delivery Program 2022-2026				
Principal Activity 2.1.1.1	Broaden access and availability of community facilities and programs and support local community groups and networks.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.1.1.1.1	Prepare Community Wellbeing Strategy.	Strategy prepared by June 2025	Corporate & Community	Manager, Library & Community Services
2.1.1.1.2	Update and promote the Council's Community Directory.	# updates	Corporate & Community	Manager, Library & Community Services
2.1.1.1.3	Undertake maintenance improvements to the community facilities.	Updates completed	Engineering & Operations	Manager, Operations

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.1	Culturally diverse, socially cohesive and connected communities			
Strategy 2.1.1	Provide opportunities and programs to build community capacity and resilience			
Delivery Program 2022-2026				
Principal Activity 2.1.1.2	Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.1.1.2.1	Develop an information package highlighting key service access points to assist with new settlers in a range of languages e.g. Medicare, Social supports, Health and Transport.	Information package prepared by June 2025	Corporate & Community	Manager, Library & Community Services
2.1.1.2.2	Review, update and promote the 'Discover your Council' booklet.	Document reviewed by June 2025	Corporate & Community	Manager, Library & Community Services
2.1.1.2.3	Collaborate with community organisations to deliver safety actions set out in the Community Safety Strategy.	# information sessions delivered	Corporate & Community	Manager, Library & Community Services
2.1.1.2.4	Develop a civic education program for local students and community to understand our democratic system of government and its operations at each level.	Program prepared by June 2025	Office of GM	Senior Civic, Protocol & Volunteer Officer

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.1	Culturally diverse, socially cohesive and connected communities			
Strategy 2.1.2	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies			
Delivery Program 2022-2026				
Principal Activity 2.1.2.1	Facilitate and partners with key stakeholders to support aged and disability			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.1.2.1.1	Review Disability Action Plan and update for 2025-2029.	Draft prepared by June 2025	Corporate & Community	Manager, Library & Community Services
2.1.2.1.2	Provide disability information regarding services and access.	# disability information sessions	Corporate & Community	Manager, Library & Community Services
2.1.2.1.3	Collaborate with Chalmers Road school to deliver a work experience program.	Program implemented by December 2025	Corporate & Community	Manager, Library & Community Services
2.1.2.1.4	Collaborate and deliver a range of services and information for seniors promoting health, wellbeing, social interaction and community safety in partnership with key stakeholders.	# Programs and services delivered	Corporate & Community	Manager, Library & Community Services
2.1.2.1.5	Continue to review pedestrian access and mobility and implement accessibility improvements for people with disabilities or who are less mobile.	Annual review completed	Engineering & Operations	Manager, Engineering
2.1.2.1.6	Undertake playground safety audits on a quarterly basis and implement the prioritised actions arising.	Quarterly audits completed	Engineering & Operations	Manager, Operations

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.1	Culturally diverse, socially cohesive and connected communities			
Strategy 2.1.2	Deliver programs to meet identified community needs in partnership with key stakeholders, community, and government agencies			
Delivery Program 2022-2026				
Principal Activity 2.1.2.2	Facilitate programs that support children, youth and their families			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.1.2.2.1	Develop school holiday programs that support sporting and social activities.	# school holiday programs delivered	Corporate & Community	Manager, Library & Community Services
2.1.2.2.2	Provide weekly games activities in the library during school term and provide activities for Children's Week.	# services provided	Corporate & Community	Manager, Library & Community Services

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Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.1	Culturally diverse, socially cohesive and connected communities			
Strategy 2.1.2	Provide opportunities and programs to build community capacity and resilience			
Delivery Program 2022-2026				
Principal Activity 2.1.2.3	Provide recognition and support for community organisations and volunteer programs			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.1.2.3.1	Coordinate and promote the quarterly small grants program and the annual community grants program. Evaluate applications and make recommendations to Council.	# grants allocated	Corporate & Community	Manager, Library & Community Services
2.1.2.3.2	Deliver recognition program for community volunteers and organisations.	# programs delivered	Office of GM	Senior Civic, Protocol & Volunteer Officer

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.2	Healthy and Active Communities			
Strategy 2.2.1	Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure, and recreational needs			
Delivery Program 2022-2026				
Principal Activity 2.2.1.1	Prepare and implement strategies for open space, community, and recreation facilities.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.2.1.1.1	Develop a Recreation and Wellness Strategy	Strategy delivered	Engineering & Operations	Manager Engineering
2.2.1.1.2	Prepare a Hudson Park West Master Plan	Master Plan drafted	Engineering & Operations	Manager Engineering

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.2	Healthy and Active Communities			
Strategy 2.2.1	Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure, and recreational needs			
Delivery Program 2022-2026				
Principal Activity 2.2.1.2	Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.2.1.2.1	Manage casual and seasonal hire agreements for use of sportsgrounds, parks and community facilities within Council's adopted policy.	# bookings, # seasonal hire agreements	Engineering & Operations	Manager, Engineering
2.2.1.2.2	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements.	>95% inspection and maintenance program completed; asbestos register reviewed; electrical tag and test program completed; fire safety system inspections completed and certificates issued	Engineering & Operations	Manager, Operations
2.2.1.2.3	Manage and maintain parks, amenities, playgrounds and recreational facilities to high standards of safety and amenity.	% service standards met	Engineering & Operations	Manager, Operations

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.2	Healthy and Active Communities			
Strategy 2.2.2	Promote healthy and active living programs			
Delivery Program 2022-2026				
Principal Action 2.2.2.1	Collaborate and provide opportunities to improve community participation in healthy living programs and activities			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.2.2.1.1	Promote a range of health and safety programs to support community wellbeing.	# programs delivered	Corporate & Community	Manager, Library & Community Services

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Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.3	Safe and accessible places			
Strategy 2.3.1	Collaborate and deliver public safety programs and promote community safety awareness			
Delivery Program 2022-2026				
Principal Activity 2.3.1.1	Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.3.1.1.1	Develop a CCTV Strategy for Strathfield LGA.	Strategy prepared by June 2025	Corporate & Community	Manager, Digital, Information & Customer
2.3.1.1.2	Conduct audit of CCTV installations. Review and consolidate CCTV installations.	Program review by June 2025; CCTV needs assessment completed by June 2025	Corporate & Community	Manager, Digital, Information & Customer
2.3.1.1.3	Provide a community barbecue to promote community safety in collaboration with Police and other Council teams. Provide a range of safety education sessions and information.	# information sessions delivered	Corporate & Community	Manager, Library & Community Services
2.3.1.1.4	Seek endorsement for Community Safety Strategy from Auburn and Burwood PACs and Council and promote on Council website when completed.	Endorse plan by June 2025	Corporate & Community	Manager, Library & Community Services
2.3.1.1.5	Deliver community information to improve awareness of scams and frauds.	# information delivered	Corporate & Community	Manager, Library & Community Services
2.3.1.1.6	Work in collaboration with Police to conduct safety audits.	# safety audits conducted # actions implemented	Corporate & Community	Manager, Library & Community Services
2.3.1.1.7	Continue partnerships with Department of Communities and Justice (DCJ) and Wesley Mission to support Rough Sleeper Program and annual audit.	Annual audit conducted	Corporate & Community	Manager, Library & Community Services

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.3	Safe and accessible places			
Strategy 2.3.1	Collaborate and deliver public safety programs and promote community safety awareness			
Delivery Program 2022-2026				
Principal Activity 2.3.1.1	Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity			
Operational Plan 2024-2025 Actions				
2.3.1.1.8	Raise awareness of homelessness and coordinate annual food appeal.	Participation in annual food appeal	Corporate & Community	Manager, Library & Community Services
2.3.1.1.9	Hold events to raise awareness of violence against women.	#events	Corporate & Community	Manager, Library & Community Services
2.3.1.1.10	Provide education programs on child safety.	# programs delivered	Corporate & Community	Manager, Library & Community Services

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.3	Safe and accessible places			
Strategy 2.3.1	Collaborate and deliver public safety programs and promote community safety awareness			
Delivery Program 2022-2026				
Principal Activity 2.3.1.2	Maintain safe public environments and manage reductions of hazards			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.3.1.2.1	Provide Graffiti education programs for early intervention and removal.	# programs delivered	Corporate & Community	Manager, Library & Community Services
2.3.1.2.2	Collaborate with Ausgrid to continue to install upgraded LED street lighting.	Lights installed as per schedule	Engineering & Operations	Manager, Engineering
2.3.1.2.3	Continue to implement a proactive maintenance program to ensure healthy street trees.	% of LGA trees treated # requests actioned	Engineering & Operations	Manager, Operations
2.3.1.2.4	Manage graffiti, vandalism, and illegal waste dumping.	All reported incidents are responded to	Engineering & Operations	Manager, Operations

Theme 2 Community Wellbeing Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 2.3	Safe and accessible places			
Strategy 2.3.1	Promote and build community resilience, capacity, and self-reliance			
Delivery Program 2022-2026				
Principal Activity 2.3.1.3	Build community resilience and capacity to manage and respond to shocks and emergencies			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
2.3.1.3.1	Attend quarterly Local Emergency Management Committee (LEMC) Committee.	# meetings attended	Engineering & Operations	Manager, Operations

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Strategic Theme 3: Celebrating Culture and Place

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

Service areas which contribute to this theme include:

- Civics & Protocol
- Communications & Events
- Engineering
- Environment
- Library & Community Services
- Planning & Place.

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Theme 3: Celebrating Culture and Place				
Community Strategic Plan 'Strathfield 2035'				
Goal 3.1	Enticing, vibrant and safe centres blending services and social connectivity			
Strategy 3.1.1	Plan and deliver vibrant attractive and safe town and village centres and commercial areas			
Delivery Program 2022-2026				
Principal Activity 3.1.1.1	In collaboration, plan and deliver vibrant, active and diverse services and activities in local town and village centres and commercial areas			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
3.1.1.1.1	Manage and monitor outdoor dining and footpath display agreements in town centres.	# current agreements	Engineering & Operations	Manager, Engineering
3.1.1.1.2	Progress town centre masterplans	Update on review every 6 months	Planning & Environment	Manager, Planning & Place

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Theme 3: Celebrating Culture and Place				
Community Strategic Plan 'Strathfield 2035'				
Goal 3.1	Enticing, vibrant and safe centres blending services and social connectivity			
Strategy 3.1.2	Support programs to promote activity and sustain local business			
Delivery Program 2022-2026				
Principal Activity 3.1.2.1	Promote a range of activities and experiences to attract local community and visitors to the Strathfield area			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
3.1.2.1.1	Design, facilitate and promote an annual program of major events that provide opportunities for a wide range of community participation and place making.	Events annual program presented # events completed # participants	Corporate & Community	Manager, Communications & Events
3.1.2.1.2	Develop an Events Strategy to activate town centres.	Prepared by June 2025	Office of GM	Manager, Communications & Events
3.1.2.1.3	Provide festive decorations throughout LGA during Christmas/New Year season.	Decorations installed	Office of GM	Manager, Communications & Events

Theme 3: Celebrating Culture and Place				
Community Strategic Plan 'Strathfield 2035'				
Goal 3.1	Enticing, vibrant and safe centres blending services and social connectivity			
Strategy 3.1.2	Support programs to promote activity and sustain local business			
Delivery Program 2022-2026				
Principal Activity 3.1.2.2	Facilitate plans and programs to promote business productivity and improve compliance			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
3.1.2.2.1	Conduct inspections of food businesses. Participate and award businesses in the 'Score on Doors' food safety program.	Completion of annual inspection program 80% of inspections rate 3 stars and above food safety 'Scores on Doors' program.	Planning & Environment	Manager, Environment, Sustainability & Compliance
3.1.2.2.2	Conduct business compliance and environmental audit programs.	Annual program completed.	Planning & Environment	Manager, Environment, Sustainability & Compliance

Theme 3: Celebrating Culture and Place				
Community Strategic Plan 'Strathfield 2035'				
Goal 3.2	Place of creativity, culture, and learning			
Strategy 3.2.1	Facilitate and support learning, community and cultural programs, events and activities			
Delivery Program 2022-2026				
Principal Activity 3.2.1.1	Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
3.2.1.1.1	Deliver programs that target literacy, early learning and cultural needs.	# programs held eg storytime, toddler, baby bounce etc # participants	Corporate & Community	Manager, Library & Community Services
3.2.1.1.2	Provide access to library and information service. Provide access to library after hours.	# loans # visitors # visitors (in extended hours) # library members # wifi sessions % resources allocated to target collections e.g. CALD	Corporate & Community	Manager, Library & Community Services
3.2.1.1.3	Provide digital literacy with a range of programs including Tech Savvy Seniors and Local Studies programs to enhance computer and software knowledge.	# programs delivered	Corporate & Community	Manager, Library & Community Services
3.2.1.1.4	Deliver services, activities and programs in partnership with agencies, community organisations and service providers.	# services delivered # JP sessions held	Corporate & Community	Manager, Library & Community Services
3.2.1.1.5	Review and update safety measures for external hours library access.	Review completed	Corporate & Community	Manager, Library & Community Services

Theme 3: Celebrating Culture and Place	
Community Strategic Plan 'Strathfield 2035'	
Goal 3.2	Place of creativity, culture, and learning
Strategy 3.2.1.2	Promote the use of council facilities
Delivery Program 2022-2026	
Principal Activity 3.2.1.2.1	Promote the use of council facilities amongst the community and community groups to improve utilisation rate of Council venues that are available at subsidised rates in order to promote and support learning, community and cultural programs, events and activities.

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Theme 3: Celebrating Culture and Place				
Community Strategic Plan 'Strathfield 2035'				
Goal 3.2	Place of creativity, culture and learning			
Strategy 3.2.2	Foster and celebrate local identity			
Delivery Program 2022-2026				
Principal Activity 3.2.2.1	Explore and reflect on shared culture, history, and heritage of Strathfield's communities			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
3.2.2.1.1	Deliver a range of art and local studies exhibitions that support both established and emerging artists. Work in collaboration with local historical society on historical exhibitions and programs.	# exhibitions held	Corporate & Community	Manager, Library & Community Services
3.2.2.1.2	Deliver an oral history on Korean population experiences in Strathfield.	Project progress	Corporate & Community	Manager, Library & Community Services
3.2.2.1.3	In collaboration with partners, prepare and deliver education on first nation history in the Strathfield LGA and celebrate NAIDOC Week.	Program delivered; Events held	Corporate & Community	Manager, Library & Community Services

Theme 3: Celebrating Culture and Place				
Community Strategic Plan 'Strathfield 2035'				
Goal 3.2	Place of creativity, culture and learning			
Strategy 3.2.3	Foster and celebrate local identity			
Delivery Program 2022-2026				
Principal Activity 3.2.3.1	Promote and deliver civic programs and events that connect and celebrate community			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
3.2.3.1.1	Coordinate citizenship ceremonies and celebrate civic events and achievements.	# citizenship ceremonies and conferees # civic events	Office of GM	Senior Civic, Protocol & Volunteer Officer
3.2.3.1.2	Facilitate Council's Sister City commitments.	Commitments implemented	Office of GM	Senior Civic, Protocol & Volunteer Officer

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Strategic Theme 4: Liveable Neighbourhoods

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

Service areas which contribute to this theme include:

- Environment
- Planning & Place.

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Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.1	Quality, liveable and sustainable urban design, and development			
Strategy 4.1.1	Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage			
Delivery Program 2022-2026				
Principal Activity 4.1.1.1	Prepare, review and implement planning controls that respect local character, heritage and deliver quality livability, aesthetics and sustainable development in the Strathfield LGA			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.1.1.1.1	Continue to develop and review Council's flood risk management studies including completion of the Saleyards Creek floodplain management study.	Report progress of studies	Engineering & Operations	Manager, Engineering
4.1.1.1.2	Review Strathfield Local Environmental Plan to ensure currency	Report progress	Planning & Environment	Manager, Planning & Place
4.1.1.1.3	Exhibit proposed changes to planning controls	Report progress	Planning & Environment	Manager, Planning & Place
4.1.1.1.4	Provision of heritage advice	# Heritage advice provided, # Heritage grants delivered	Planning & Environment	Manager, Planning & Place
4.1.1.1.5	Provision of affordable housing	# Affordable Housing units dedicated to Council	Planning & Environment	Manager, Planning & Place

Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.1	Quality, liveable and sustainable urban design and development			
Strategy 4.1.2	Deliver effective and efficient planning and development processes			
Delivery Program 2022-2026				
Principal Activity 4.1.2.1	Ensure effective and efficient planning and development processes and outcomes that reflect community values			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.1.2.1.1	Development applications	# notifications issued # DA determined VPA register publish weekly update	Planning & Environment	Manager, Planning & Place

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Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.2	Clean, attractive, and well-maintained neighbourhoods and public domains			
Strategy 4.2.1	Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse			
Delivery Program 2022-2026				
Principal Activity 4.2.1.1	Deliver efficient, effective, and responsive waste services and education to improve resource recovery and reduce illegal dumping.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.2.1.1.1	Deliver scheduled general, green waste, recycling services to residential properties. Manage on-call waste collection services.	# services # tonnage waste collected for MUDS & SUDS % waste diverted from landfill # tonnage of on-call waste collection services	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.1.1.2	Prepare Waste Management Strategy.	Waste Management Strategy adopted	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.1.1.3	Prepare community education programs aimed at reducing littering and dumping and improving recycling and reuse.	Community education programs prepared	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.1.1.4	Review on-call collection processes for residents living in multi-unit development.	Review completed	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.1.1.5	Facilitate and monitor Return and Earn recycling service.	# collections # tonnes collected	Planning & Environment	Manager, Environment, Sustainability & Compliance

Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.2	Clean, attractive, and well-maintained neighbourhoods and public domains			
Strategy 4.2.2	Maintain high standards of public health, amenity and safety			
Delivery Program 2022-2026				
Principal Activity 4.2.2.1	Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.2.2.1.1	Investigate and monitor pollution events and take action on compliance breaches.	# pollution events	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.2.1.2	Investigate complaints and/or breaches of permits including standing plants, skip bins, shipping containers, sediment and erosion control etc.	# complaints and permit breaches	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.2.1.3	Report on updated Companion Animal Policy. Prepare Companion Animal Education Program.	# animals impounded # animals returned and rehomed # dangerous dogs reported	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.2.1.4	Provide community education and administer fire safety, swimming pool safety, awnings, building compliance and public health protection and compliance.	>95% compliance program implemented	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.2.1.5	Ensure compliance of water, noise and dust pollution.	# incidents	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.2.2.1.6	Manage incidents of illegal dumping and abandoned shopping trolleys.	# incidents	Planning & Environment	Manager, Environment, Sustainability & Compliance

Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.2	Clean, attractive and well-maintained neighbourhoods and public domains			
Strategy 4.2.2	Maintain high standards of public health, amenity and safety			
Delivery Program 2022-2026				
Principal Activity 4.2.2.2	Deliver street and public domain cleansing programs and provide community education to improve public domains, streets and waterways			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.2.2.2.1	Deliver cleansing and maintenance programs in public domains including town centres.	>95% of service schedule met	Engineering & Operations	Manager, Operations
4.2.2.2.2	Operate Street Sweeping Service to a three-weekly cycle.	>95% of scheduled street sweeping service delivered # collected (tonnes)	Engineering & Operations	Manager, Operations

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Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.3	Healthy Thriving Sustainable and Resilient Environments			
Strategy 4.3.1	Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)			
Delivery Program 2022-2026				
Principal Activity: 4.3.1.1	Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.3.1.1.1	Inspect and enforce management of biosecurity. Prepare weed education program.	# inspections Education program prepared	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.1.2	Complete annual survey on Green and Golden Frog status and population.	Annual survey completed % changes in status and population of GGBF	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.1.3	Continue to remove weeds at Coxs Creek Reserve plant a diverse and complex canopy, midstorey and understory of indigenous plant species reflecting CRCIF community.	Project completed by June 2025	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.1.4	Measure W. Backhousei species cover, abundance and condition. Monitor annually during December along transects, at low tide.	Project completed	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.1.5	Adopt a Biodiversity section in the DCP (LSPS A86).	DCP review developed	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.1.6	Collaborate with schools, community groups and other Councils to prepare and deliver sustainability and environment workshops.	# programs delivered	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.1.7	Promote and support participation such as National Tree Day, Bushcare and community planting days (refer: Biodiversity Strategy Action A2).	# actions taken	Planning & Environment	Manager, Environment, Sustainability & Compliance

Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.3	Healthy Thriving Sustainable and Resilient Environments			
Strategy 4.3.2	Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)			
Delivery Program 2022-2026				
Principal Activity: 4.3.1.2	Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.3.1.2.1	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas including Cooks River Alliance and Parramatta River Catchment Group.	# meetings attended, progress of key projects	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.2.2	Conduct monthly water monitoring to ascertain health of waterways and detect pollution incidences (Biodiversity Strategy A9).	Condition of water quality # pollution incidents	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.2.3	Identify necessary environmental infrastructure upgrades, in particular for energy and water systems (refer: LSPS Action A109).	Progress of plan and actions	Planning & Environment	Manager, Environment, Sustainability & Compliance

Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.3	Healthy Thriving Sustainable and Resilient Environments			
Strategy 4.3.1	Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)			
Delivery Program 2022-2026				
Principal Activity: 4.3.1.3	Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education programs.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.3.1.3.1	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas including Cooks River Alliance and Parramatta River Catchment Group	# meetings attended, progress of key projects Target: 6 monthly report	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.3.2	Conduct monthly water monitoring to ascertain health of waterways and detect pollution incidences (Biodiversity Strategy A9)	Condition of water quality, # pollution incidents Target: Annual Report	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.1.3.3	Identify necessary environmental infrastructure upgrades for energy and water systems (refer: LSPS Action A109)	Progress of plan and actions Target: 6 monthly report	Planning & Environment	Manager, Environment, Sustainability & Compliance

Theme 4: Liveable Neighbourhoods Theme				
Community Strategic Plan 'Strathfield 2035'				
Goal 4.3	Healthy Thriving Sustainable and Resilient Environments			
Strategy 4.3.2	Implement sustainable practices and efficiencies in resource use to support a healthy built environment (P16)			
Delivery Program 2022-2026				
Principal Activity 4.3.2.1	Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
4.3.2.1.1	Identify opportunities for stormwater harvesting or recycling alternatives to potable water use for key Council open spaces or buildings.	Actions identified	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.2.1.2	Prepare a four-year Environmental Education Programme as part of the development of the next CSP.	Program prepared	Planning & Environment	Manager, Environment, Sustainability & Compliance
4.3.2.1.3	Develop a strategy and supporting policy for the use of EV charging stations.	# use of EV charging stations # emissions from fleet	Planning & Environment	Manager, Environment, Sustainability & Compliance

Strategic Theme 5: Responsible Leadership

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

Service areas which contribute to this theme include:

- Corporate Strategy
- Digital, Information & Customer
- Finance
- Governance & Procurement
- Operations
- People & Culture
- Risk & Safety.

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Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.1	Council's leadership and decision making reflects community priorities and values			
Strategy 5.1.1	Strathfield community is well informed, engaged and represented in Council policy making and advocacy			
Delivery Program 2022-2026				
Principal Activity 5.1.1.1	Engage and provide opportunities for community to participate in decision making processes.			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.1.1.1.1	Publish public notifications and coordinate major community engagements in accordance with Council's Community Engagement Strategy.	# engagements # public notifications	Office of GM	Chief Strategy Officer
5.1.1.1.2	Prepare and review Council policies. Maintain currency of Council's policy register.	# policies reviewed	Corporate & Community	Manager, Governance & Procurement

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Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.1	Council's leadership and decision making reflects community priorities and values			
Strategy 5.1.1	Strathfield community is well informed, engaged and represented in Council policy making and advocacy			
Delivery Program 2022-2026				
Principal Activity 5.1.2.1	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.1.2.1.1	Provide support and administer Council and Committee meetings and prepare and publish Council minutes within service standards.	# Council meetings held >95% business papers and minutes issued within standards	Corporate & Community	Manager, Governance & Procurement
5.1.2.1.2	Respond to Council resolutions and assess and review organisational and resource impacts in quarterly budget review.	% Council resolution completed	Corporate & Community	Manager, Governance & Procurement

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Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.1	Council's leadership and decision making reflects community priorities and values			
Strategy 5.1.1	Strathfield community is well informed, engaged and represented in Council policy making and advocacy			
Delivery Program 2022-2026				
Principal Activity 5.1.3.1	Provide support to Councillors to enable effective and representative decision making based on community priorities			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.1.3.1.1	Prepare for the 2024 Local Government Election.	Program delivered	Corporate & Community	Manager, Governance & Procurement
5.1.3.1.2	Deliver a comprehensive Councillor Induction program for the newly elected Council.	Program delivered	Corporate & Community	Manager, Governance & Procurement
5.1.3.1.3	Provide Councillor briefings and provide timely and accurate responses to requests.	# bulletins issued # briefings held # requests finalised	Corporate & Community	Manager, Governance & Procurement

Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.1	Council's leadership and decision making reflects community priorities and values			
Strategy 5.1.1	Strathfield community is well informed, engaged and represented in Council policy making and advocacy			
Delivery Program 2022-2026				
Principal Activity 5.1.1.1	Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.1.1.1.1	Prepare and revise IPR plans and conduct community engagement as required under the Integrated Planning and Reporting framework.	Prepare plans within statutory timeframes Coordinate community engagement	Office of GM	Chief Strategy Officer
5.1.1.1.2	Monitor and report on implementation of Integrated Planning and Reporting framework plans and strategies including six monthly Delivery Program and Annual Report.	Prepare and present plans and reports within statutory timeframe	Office of GM	Chief Strategy Officer
5.1.1.1.3	Coordinate and report on Council Performance Survey.	Report on Performance Survey results	Office of GM	Chief Strategy Officer

Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.2	Council is effectively and responsibly managed and responds to community needs			
Strategy 5.2.1	Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure			
Delivery Program 2022-2026				
Principal Activity 5.2.1.2	Maintain Council's financial sustainability and provide accountable, transparent and value for money services			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.2.1.2.1	Prepare and present financial plans and reports including Long Term Financial Plan (LTFP), Annual Budget, Quarterly Budget reviews, investments reports, annual audited financial statements and other statutory report requirements.	Present plans, reports and statements within statutory timeframes	Corporate & Community	Chief Financial Officer
5.2.1.2.2	Prepare annual and issue quarterly reminder rate notifications within statutory timeframes	Issue rates notices and reminders within statutory timeframe	Corporate & Community	Chief Financial Officer
5.2.1.2.3	Effectively manage Council's annual rates and sundry debtors	% overdue rates > 60 days	Corporate & Community	Chief Financial Officer
5.2.1.2.4	Continue to develop of a Land and Property Strategy	Progress of program implementation	Engineering & Operations	Manager, Engineering
5.2.1.2.5	Continue to undertake review of leases and licences	Review completed	Engineering & Operations	Manager, Engineering

Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.2	Council is effectively and responsibly managed and responds to community needs			
Strategy 5.2.2	Promote organisational culture of safety, best practice and quality improvement			
Delivery Program 2022-2026				
Principal Activity 5.2.2.3	Ensure Council is properly resourced to meet challenges of implementing the Delivery Program			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.2.2.3.1	Monitor and provide reporting on current and projected workforce data and employment trends to ensure Council has an agile and capable workforce which is resourced to deliver effective programs and services.	# staff # vacancy & turnover # gender	Corporate & Community	Manager, People & Culture
5.2.2.3.2	Deliver the 2024 Employee Survey.	Survey completed	Corporate & Community	Manager, People & Culture
5.2.2.3.3	To facilitate and promote informed decision making and constructive working relationships, support and conduct regular engagement with Council staff. Hold meetings of the Joint Consultative Committee (JCC) on a regular basis and notify agendas and minutes in a timely manner.	# JCC meetings held	Corporate & Community	Manager, People & Culture
5.2.2.3.4	Coordinate the Audit, Risk and Improvement Committee.	# meetings held	Corporate & Community	Manager, Governance & Procurement
5.2.2.3.5	Review, implement and monitor an effective and compliant Enterprise Wide Risk Management Program to effectively manage and minimise Council's risk exposure.	Risk management programs implemented Business continuity plans updated Staff awareness program developed and implemented	Corporate & Community	Manager, Governance & Procurement
5.2.2.3.6	Ensure Council has an effective compliance Internal Audit Program including an internal audit plan.	# Audits completed, % recommendations of audits implemented	Corporate & Community	Manager, Governance & Procurement

Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.2	Council is effectively and responsibly managed and responds to community needs			
Strategy 5.2.2	Promote organisational culture of safety, best practice and quality improvement			
Delivery Program 2022-2026				
Principal Activity 5.2.2.3	Ensure Council is properly resourced to meet challenges of implementing the Delivery Program			
Operational Plan 2024-2025 Actions				
5.2.2.3.7	Review, monitor and update Council's insurance program.	Insurance policies reviewed and current # insurance claims	Corporate & Community	Chief Safety & Risk Officer
5.2.2.3.8	Prepare and implement Work, Health and Safety (WHS) programs and consult through JCC. Manage Workers Compensation claims.	Program progress and consultations # workers compensation claims	Corporate & Community	Chief Safety & Risk Officer
5.2.2.3.9	Develop a Service Review Framework and program for service reviews ongoing for Council.	Actions completed	Corporate & Community	Executive Officer Business Performance & Improvement
5.2.2.3.10	Advocate to government for community safety initiatives and grant funding	# grants and initiatives	Corporate & Community	Executive Officer, Business Performance & Improvement

Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.2	Council is effectively and responsibly managed and responds to community needs			
Strategy 5.2.2	Deliver efficient and effective customer services to the community			
Delivery Program 2022-2026				
Principal Activity 5.2.2.4	Respond to customer requests, complaints and access to information to a high standard of customer service			
Operational Plan 2024-2025 Actions				
No	Action	Measure	Responsible Department	Responsible Manager
5.2.2.4.1	Monitor and manage Council's complaints and compliments management processes in accordance with policy requirements.	# complaints received # compliments received	Corporate & Community	Manager, Governance & Procurement
5.2.2.4.2	Provide access to information (GIPAA) formal and informal requests within timeframes.	# formal & informal applications, % formal & informal applications determined within timeframe/service standard	Corporate & Community	Manager, Governance & Procurement
5.2.2.4.3	Review Privacy Management Plan, manage disclosure reporting and Public Interest Disclosures.	# Privacy breaches # disclosures received	Corporate & Community	Manager, Governance & Procurement
5.2.2.4.4	Improve Council compliance with record keeping requirements under the State Records Act including the annual Records Management Assessment Tool (RMAT) program, document disposal and retention requirements.	Annual RMAT Assessment result % documents registered with >5 days of receipt # records training sessions	Corporate & Community	Manager, Digital, Information and Customer
5.2.2.4.5	Manage Council's fraud and corruption prevention framework	# fraud or corruption incidents reported	Corporate & Community	Manager, Governance & Procurement
5.2.2.4.6	Manage efficient and effective Customer Services	# calls to Customer Service Centre # visits to Customer Service Centre % abandoned calls Grade of Service (GOS) >80%	Corporate & Community	Manager, Governance & Procurement

Theme 5: Responsible Leadership				
Community Strategic Plan 'Strathfield 2035'				
Goal 5.2	Council is effectively and responsibly managed and responds to community needs			
Strategy 5.2.2	Deliver efficient and effective customer services to the community			
Delivery Program 2022-2026				
Principal Activity 5.2.2.4	Respond to customer requests, complaints and access to information to a high standard of customer service			
Operational Plan 2024-2025 Actions				
5.2.2.4.7	Monitor and manage Council's complaint management processes in accordance with policy requirements.	# complaints received	Corporate & Community	Manager, Governance & Procurement

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Appendix 1: Strathfield Council Service Area Budgets

OFFICE OF THE GENERAL MANAGER

Operational budget

Service	Key Functions	Income \$'000	Expenditure \$'000	Internal Charges \$'000	Cost of Service \$'000	Staff (FTE)
Office of the General Manager Administration	Executive support to Council's elected representatives & Council business areas	(\$3)	\$817	(\$266)	\$549	3
Corporate Strategy	Preparation of Council's Community Strategic Plan & other plans required under the Integrated Planning & Reporting framework & Local Government Act including Plans of Management Community engagement Organisational performance management & reporting Analysis & provision of policy & strategic advice on key projects	\$-	\$216	\$10	\$226	1
Communications & Events	Communicate & engage with Community Council events Provide Strathfield community & its visitors with a range of experiences through the delivery of an annual calendar events coordination of decorations banners & flags	(\$26)	\$1,635	\$7	\$1,617	5
General Counsel	Legal Services	(\$1)	\$1,118	\$-	\$1,059	2

CORPORATE & COMMUNITY

Operational budget

Service	Key Functions	Income \$'000	Expenditure \$'000	Internal Charges \$'000	Cost of Service \$'000	Staff (FTE)
Corporate & Community Administration	Leadership of the Corporate & Community Directorate	\$-	\$1,118	(\$1,035)	\$82	3
Finance	<ul style="list-style-type: none"> - Financial reporting - Revenue management (including rates & accounts receivable) - Accounts Payable - Treasury (Banking & Investment) - Asset Management (financial) - Annual budgets & Long Term Financial Plan 	(\$55)	\$2,029	(\$86)	\$1,889	11
People & Culture	Human Resources Recruitment Learning & Development Organisational Development Employee Relations Workers Compensation Health & Safety Workforce Planning	(\$160)	\$2,651	\$8	\$1,889	7
Digital Information & Customer	Technology infrastructure Core systems, applications, software & user connectivity Cyber Security CCTV network	\$-	\$3,220	\$-	\$3,220	9

Service	Key Functions	Income \$'000	Expenditure \$'000	Internal Charges \$'000	Cost of Service \$'000	Staff (FTE)
	Helpdesk					
Customer Services	Customer Experience	\$-	\$605	\$-	\$605	6
Records	Record management	\$-	\$581	\$-	\$581	4
Governance & Risk	<ul style="list-style-type: none"> - Governance - Risk Management - Insurance Program - Procurement 	(\$1)	\$1,502	\$-	\$1,501	7
Councillor Support	<ul style="list-style-type: none"> - Mayoral & Councillors allowances - Councillors Training & Development - Councillors Travel - Facilities & Other Expenses - Council meeting support - Councillors workshop support - Provision for Elections 	\$-	\$678	\$6	\$684	-
Library	<ul style="list-style-type: none"> - Provide & promote reading, literacy & lifelong learning - Provides specialised programs & publications & digital platforms & use of community spaces 	(\$222)	\$1,810	\$4	\$1,592	15
Community Services	<ul style="list-style-type: none"> - Support community wellbeing & achieve a safe, healthy & harmonious Strathfield Local Government Area 	(\$8)	\$336	\$-	\$328	2

Service	Key Functions	Income \$'000	Expenditure \$'000	Internal Charges \$'000	Cost of Service \$'000	Staff (FTE)
	<ul style="list-style-type: none"> - Manage Multicultural programs, Community Safety & Crime Prevention, Access Programs, Street Libraries programs - Facilitate programs for seniors, youth, Cultural & Linguistically Diverse communities, people with disabilities - Review & monitor Disability Inclusion Action Plan 					
General revenue & Developer Contributions	<ul style="list-style-type: none"> - General revenue from rates and annual charges (ex. DWM charge) - Developer contributions income - Depreciation expense 	(\$34,957)	\$10,506* Represents depreciation	\$-	(\$24,451)	-
Community Bus	<ul style="list-style-type: none"> - Operate Council's Community Bus Service 	\$-	\$291	\$253	\$544	3

ENGINEERING & OPERATIONS

Operational budget

Service/ Department	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Engineering & Operations Administration	- Leadership of the Engineering & Operations Directorate	(\$845)	\$2,389	(\$734)	\$809	3
Engineering (including Asset Management, Design, Development, Road Safety & Traffic)	- Maintain & improve local transport infrastructure - Ensure development works that impact on Council's assets are properly repaired & reinstated - Provide street lighting is maintained & operating to specifications - Road Safety officer & program (grant funded) - Long-term management of Council's buildings, roads, & parks assets	(\$241)	\$11,269	\$-	\$11,028	9
Strategic Property	- Development of a Land & Property Strategy - Management of Council's property portfolio	(\$1,036)	\$260	\$-	(\$776)	2
Capital Projects	- Project delivery of Council's buildings, roads, parks & major capital projects	\$-	\$974	(\$773)	\$201	6
Civil Works & Civic Space Maintenance	- Maintain & improve local transport facilities & infrastructure - Maintain Council's roads & footpaths - Ensure development works that impact on Council's assets are properly repaired & reinstated - Maintain & clean Council's stormwater drainage system.	(\$988)	\$5,362	(\$424)	\$3,950	31

Service/ Department	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
	- Maintain civic spaces to a high standard of cleanliness					
Building Facilities	- Maintain Council's property portfolio including arranging suitable trades	\$-	\$2,461	(\$217)	\$2,244	10
Open Space & Sports Field Maintenance	- Manage & maintain open space, parks & facilities - Maintain recreation facilities to cater to a range of community groups	(\$818)	\$3,790	\$27	\$3,000	28
Golf Driving Range	- Provide Golf Driving Range & Hudson District Park for public recreation	(\$1,956)	\$964	\$32	(\$960)	8
Urban Forest	- Manage Council's urban forest, including public & private trees - Plant new trees - Investigate & manage permits for private tree pruning & removal - Promote the protection trees to provide a sustainable environment, manage heat & provide habitat	(\$39)	\$752	\$-	\$713	3
Depot Support & Fleet Management	- Provide civic works staff administrative & depot facilities - Plant, vehicles & equipment maintenance	(\$450)	\$1,737	(\$1,939)	(\$652)	3
Waste Services	- Provide waste management services	(\$10,114)	\$6,690	\$3,453	\$28* represents net transfer from DWM reserve	15

PLANNING & ENVIROMENT

Operational budget

Service/ Department	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Planning & Environment Administration	<ul style="list-style-type: none"> - Leadership of the Planning & Environment Directorate - Development assessment administrative support services 	\$-	\$482	\$-	\$482	2
Waste Education & Strategy	<ul style="list-style-type: none"> - Educate the community & visitors to make responsible decisions in relation to waste management - Deliver targeted waste avoidance & resource recovery initiatives 	\$-	\$183	\$-	\$183* Represents net transfer from the DWM reserve	-
Planning & Place	<ul style="list-style-type: none"> - Land use & planning of Strathfield local government area to meet the needs & aspirations of residents - Advise other sections of Council on planning matters - Advise Council on the development of strategic sites - Advise Council on regional planning & local planning policies including district plans advise & heritage matters - Review & prepare LEP & DCP - Part 5 environmental assessments - Development assessment administrative support services - Development control - Assessment of development applications, engagement with applicants, provision of advice & duty planner 	(\$842)	\$4,085	\$714	\$2,529	20

Service/ Department	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Environmental Services	<ul style="list-style-type: none"> - Provide inspection services including food inspections, public health premises, infringements relating to building compliance and inspections, assessment of construction certificate and complying development certificate. - Water and Energy Cycle Management, Sustainability, Biodiversity, Education for Sustainability and Environmental Advocacy and Information - Implement projects, services and programs of the Environmental Services Team 	(\$29)	\$1,061	\$64	\$1,096	7
Compliance & Regulatory Service	<ul style="list-style-type: none"> - Provide Law Enforcement Service over 7 days between 6am and 5am on weekdays and 6am to 5am on weekends. 	(\$2,567)	\$2,243	\$55	(\$268)	17
Developer Contributions		(\$5,730)	\$-	\$-	(\$5,730)	-

Appendix 2: List of Capital Works

Capital Projects	
Buildings & Other Structures	Total Budget \$ 2,545,000
Building - Accessibility Systems	Funded as follows:
Building Compliance	Grants - \$60,000
Building Renewal Program	DWM Reserve – \$100,000
Building Works (Depot)	General Revenue – \$605,000
Building Works (Town Hall & Admin Buildings)	GF carryover reserve – \$80,000
Facilities - Smart Controls	Loan (SRV) funded – \$1,700,000
Library Upgrades	
Recommended Actions from Land & Property Strategy	
Solar Panel Expansion	
Townhall - Exterior Lighting	
Master Planning	Total Budget \$300,000
Masterplan (Parks & Open Space)	Funded as follows:
	Developer contributions - \$300,000
Parks, Open Space & Recreation	Total Budget \$6,704,500
Bark Huts - Irrigation & Drainage	Funded as follows:
Cook Park Skate Park	Grants - \$2,964,500
Cook Park Works - Turf, Drainage & Re-levelling	Developer contributions - \$1,120,000
Graffiti Management	Loan (commercial) - \$2,000,000
Hudson Park Golf Driving Range - Repairs & Upgrades	Loan (SRV) funded - \$620,000
Hudson Park West – East Tunnel	
Parks, Open Space & Recreation (continued)	
Hudson Park West - Grant Funded Works (carryover)	

Capital Projects

Ismay Avenue - Fence & Lighting
Mason Park Drainage
Parks, Open Space & Recreation - Renewal Program
Property Acquisition Strategy
Solar Lighting Along Cooks River
WILGA - Airey Park
WILGA - Begnell Reserve
WILGA - Hudson Park
WILGA - Strathfield Park
WIRC - Contestable - Upgrade to Cooke Park Skatepark

Plant, Equipment & Fleet

Total Budget \$4,773,000

Compactors (DWM Trucks)
Large Sweeper
Leaseback Replacement Program
Medium Operational Plant
Small Plant
Small Sweeper
Vacuum Truck

Funded as follows:

DWM reserve - \$1,500,000
Plant and Fleet Reserve - \$3,273,000

Roads, Footpaths, K&G & Bridges

Total Budget \$10,120,000

Active Transport Upgrades (Grant Funded)
Bridge Renewal
Bus Stops DDA Compliance
CCTV Removals / Replacement
Roads, Footpaths, K&G & Bridges (continued)
Footpath Renewal Program
Gateway Signage

Funded as follows:

Grants - \$2,870,000
Developer Contributions - \$100,000
General Revenue – \$400,000

Internal borrowing - \$450,000
Loan (SRV) funded – \$5,380,000

Capital Projects

Kerb & Gutter Renewal Program	General Revenue (SRV) – \$920,000
Linemarking renewal	
Madeline Street Works	
Parking Meter Upgrades	
Removal of EV charging stations	
Replace Speed Cushions & Road Pavement	
Road Works	
Road Works – Resheeting	
Traffic Facilities Renewal	
Traffic Management / LATM	

Stormwater Drainage

Total Budget \$1,700,000

Begnell Field – drainage & irrigation works (Essential Community Sports Grant)	Funded as follows:
Stormwater - CCTV Surveillance Program	Grants - \$1,000,000
Stormwater Renewal	General Revenue (SRV) – \$700,000

Towncentres & Street Scapes

Total Budget \$200,000

Town Centre Improvements	Funded as follows:
Urban Forest - Tree Planting	General Revenue - \$200,000
Wayfinding / Placemaking Signage	

Other Infrastructure

Total Budget \$480,000

Asset Management Strategy, Reporting & Compliance	Funded as follows:
Decorative Banner Poles	General Revenue - \$180,000
Library Resources	Loan (SRV) funded – \$300,000