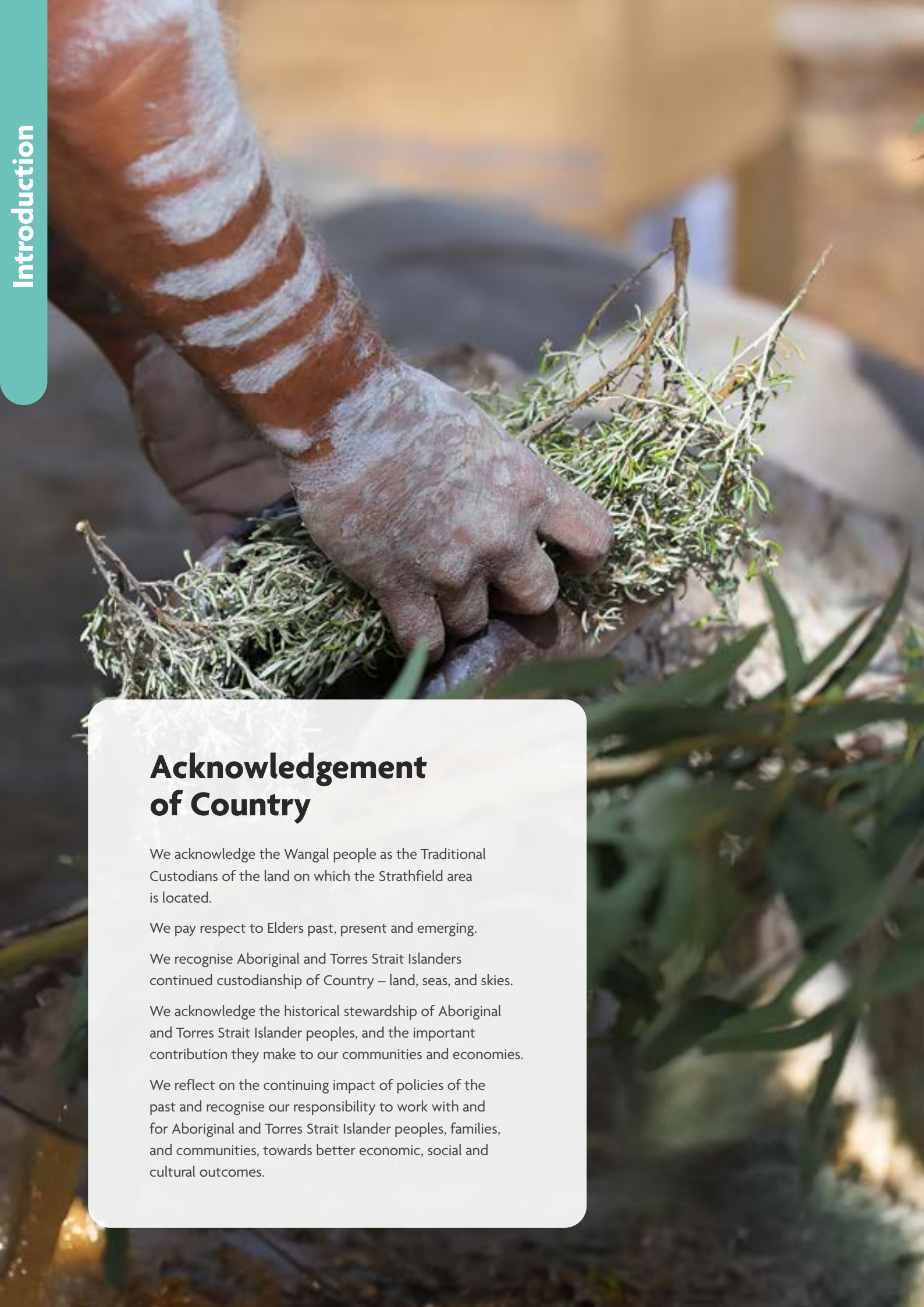




DELIVERY PROGRAM 2025-2029 & OPERATIONAL PLAN 2026-2027



Adopted by Council 30 June 2026



Acknowledgement of Country

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

We pay respect to Elders past, present and emerging.

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

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

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

Accessibility

We are committed to ensuring that our documents are accessible and inclusive for all members of our community. We recognise the rich cultural and linguistic diversity that makes Strathfield unique, and we strive to make our information available in ways that are easy to access, understand and share.

This document is available in multiple formats to suit different needs. Please view or download this document:

- Online at strathfield.nsw.gov.au
- As an accessible PDF, HTML, or digital flipbook version
- In hard copy, available from Strathfield Council's Customer Service Centre

If you require assistance accessing or understanding this report, or would like information in a language other than English, please contact Council's Customer Service Team on (02) 9748 9999 or email council@strathfield.nsw.gov.au.

If you would like a translated version of key sections of this report, or support from an interpreter, please contact us and we will arrange assistance through a translation service provider.

English

Need help in your language? Contact Strathfield Council on (02) 9748 9999 to arrange an interpreter service.

Korean

자신의 언어로 도움이 필요하신가요? 통역 서비스를 예약하려면 스트래스필드 시의회(전화: (02) 9748 9999) 로 연락하세요.

Simplified Chinese

需要使用您的语言帮助吗?请致电斯特拉斯菲尔德市议会 (02) 9748 9999 安排口译服务。

Hindi

क्या आपको अपनी भाषा में मदद चाहिए? दुभाषिया सेवा की व्यवस्था के लिए स्ट्रेथफील्ड काउंसिल से (02) 9748 9999 पर संपर्क करें।

Arabic

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Nepalese

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Tamil

உங்கள் மொழியில் உதவி தவேயை?
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ஏற்பாட சயெய ஸ்பிராஸ்பீலட்
கவான்சிலுடன் (02) 9748 9999 என்ற
எண்ணில் தொடர்பு கொள்ளவும்.



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Introduction



A Message from the Mayor

It is a great privilege to serve as Mayor of Strathfield, and to present Council's Delivery Program 2025-2029 and Operational Plan 2026-2027 to our community.

Now in year two of the Delivery Program, this plan reflects the progress we have made together and our ongoing commitment to delivering meaningful outcomes for the people who live, work, study and visit Strathfield. The accompanying Operational Plan sets out the practical actions we will take over the coming year, which will turn our long-term aspirations into tangible services, projects and programs that our community can see and experience every day.

Our community is at the heart of everything we do. Strathfield is a place defined by its diversity, a strong sense of belonging, and civic pride. This plan continues to focus on enhancing community wellbeing, supporting social connection, and maintaining the liveability, character and leafy neighbourhoods that our residents value so highly.

Over the coming year, Council will continue delivering significant upgrades to parks and open spaces through the Western Sydney Infrastructure Grants program. These projects will improve access, recreation opportunities, and shared spaces where families, friends, and neighbours can come together.

We are also carefully planning for change, with the Homebush Transport Oriented Development precinct presenting an exciting opportunity for growth. Council is committed to working with State Government and our community to ensure growth is well-managed, supported by the right infrastructure and services, and contributes to high-quality places that respect Strathfield's identity.

This Delivery Program and Operational Plan are firmly aligned with the Community Strategic Plan and reflect Councillors' shared priorities across its six themes, from connectivity and community wellbeing to responsible leadership and future growth. They demonstrate our collective approach to working collaboratively, making informed decisions and advocating strongly for the best interests of our community.

I look forward to continuing to work closely with my fellow Councillors and in partnership with the General Manager and Council staff as we deliver this year's Operational Plan and progress our four-year commitments. Together, we will continue to build a cohesive, inclusive, and vibrant Strathfield for today and for the future.



Benjamin Cai
Mayor of Strathfield



A Message from the General Manager

This Delivery Program and Operational Plan outlines how Council will continue to deliver essential services, infrastructure and outcomes that support our community now and into the future.

A key priority for the organisation is maintaining reliable and responsive service delivery in an increasingly complex operating environment. As community expectations grow and demand for services increases, it is critical that we continue to strengthen our organisational capability, systems and workforce to support sustainable and quality delivery.

This includes a strong focus on financial sustainability, asset renewal, digital capability and service efficiency. Through disciplined planning, responsible budgeting and continuous improvement, we are ensuring Council remains well positioned to respond to both current and future challenges.

Significant investment continues across infrastructure, public spaces and community services, alongside a growing emphasis on digital access, customer experience and data-driven decision-making.

Key deliverables for the year include:

- Delivery of Western Sydney Infrastructure Grants (WSIG) projects, including major upgrades to parks and open spaces, enhancing recreation, accessibility and community connection
- Maintaining and enhancing the presentation and liveability of Strathfield, through investment in public spaces and the ongoing upkeep of clean, safe and well-maintained streets and centres
- Progression of Town Centre and Village planning, supporting vibrant, accessible and well-designed local centres that encourage economic activity and community interaction
- Coordinated management of growth, including delivery of planning initiatives such as the Homebush Transport Oriented Development precinct, ensuring infrastructure and services keep pace with development while protecting local character

This is an important period for Strathfield, with significant opportunities ahead. I look forward to continuing to work with the Mayor and Councillors, our staff and our partners to deliver on this plan and build on the strong foundations we have in place.



Michael Mamo
General Manager



About Strathfield

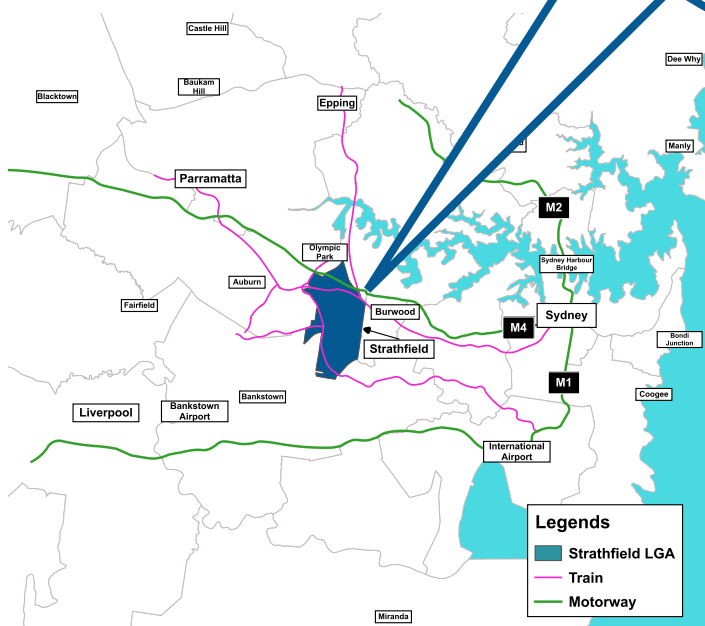
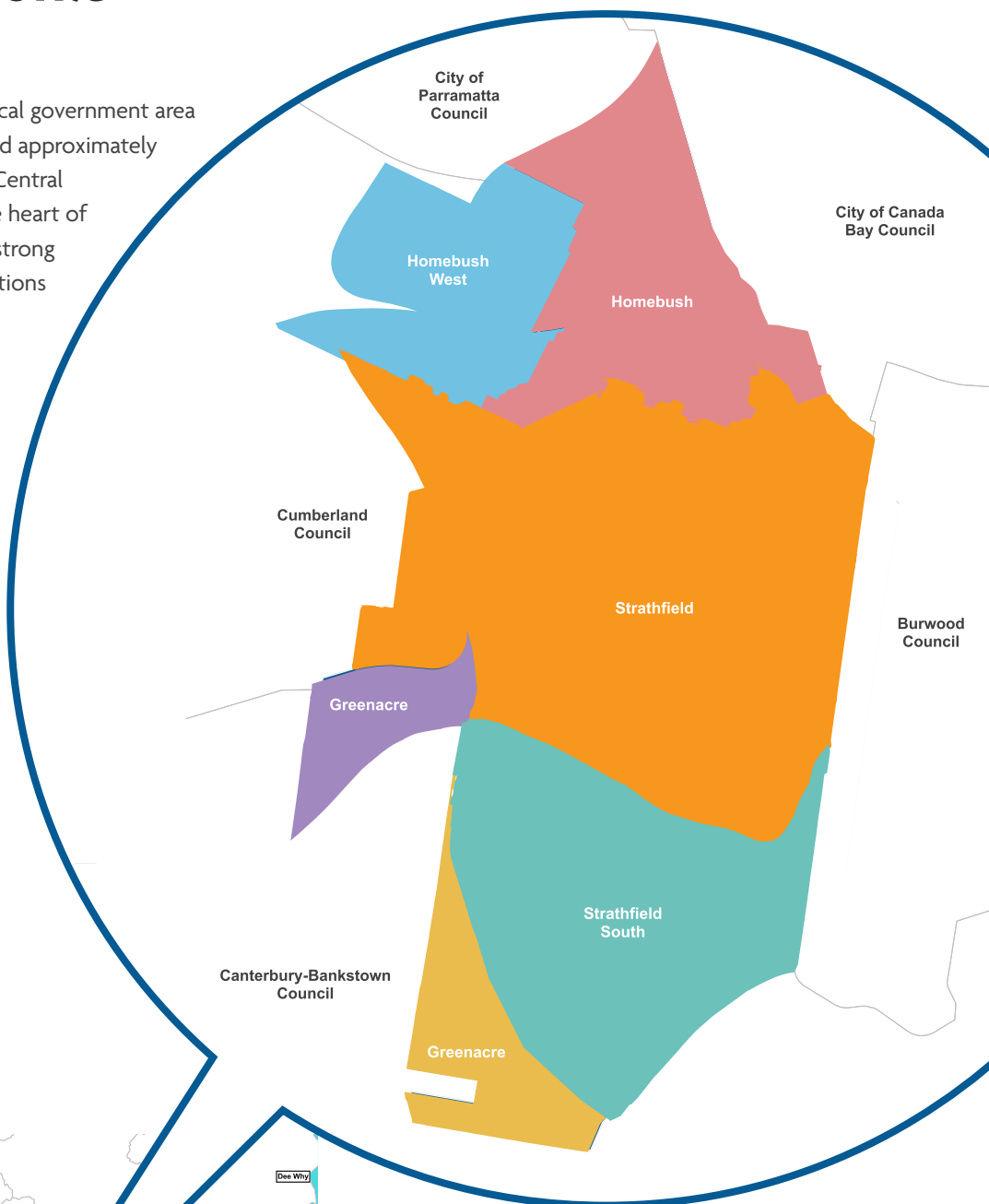


Community Profile

Location

Strathfield is a centrally located local government area within Sydney's inner west, situated approximately 12 kilometres west of the Sydney Central Business District. Positioned at the heart of Sydney, Strathfield benefits from strong regional and metropolitan connections that provide direct access to the CBD, Western Sydney and major employment, education and health hubs.

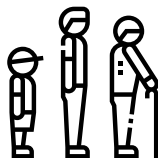
The Local Government Area (LGA) is highly accessible, supported by key transport corridors and major rail connections that facilitate daily travel for residents, workers and visitors. This strategic location supports economic activity, service access and future growth, while Strathfield continues to maintain its established neighbourhoods, leafy streetscapes, and vibrant local centres.



Snapshot of the Local Government Area



Population
49,203
Forecast +18% by 2046



Median age
33



Residents born overseas
59%

EASL

65%

Top spoken languages at home other than English: Mandarin, Nepali, Cantonese, Korean, Arabic



University qualified residents
45%



Local Jobs

23,349

16% Transport, Postal & Warehousing
12% Retail Trade
10% Education & Training
9% Construction
8% Wholesale Trade



Median House Price

\$4,380,000

Median Unit Price

\$752,000



Private dwellings
18,292



Median weekly rent
\$460



Development approvals value

\$194,497,110



Gross Regional Product
\$4.01B



Employed residents
27,061



Median weekly household income
\$2,147



Registered local businesses
7,389

16% Construction
16% Rental, Hiring & Real Estate Services
11% Transport, Postal & Warehousing
11% Professional, Scientific & Technical Services
10% Health Care & Social Assistance

Sources: ABS ERP 2025, 2021 ABS, NIEIR 2024, realestate.com.au 2026.

Community Vision

Our community's vision for Strathfield is set out in our Community Strategic Plan - **Strathfield 2040** and reflects the shared long-term aspirations of our community. Shaped through extensive engagement, the vision captures what our community values most about Strathfield and what they want the area to be now and, in the years, ahead.

It provides a clear and enduring statement to guide how we plan, prioritise and deliver services and infrastructure for our community over the long term.

The vision informs how we have shaped this Delivery Program and Operational Plan. We have aligned priorities, services and annual actions to support everyday liveability, manage growth responsibly, invest in infrastructure and public spaces, and deliver services that strengthen community wellbeing and connection.

By embedding the Community Vision into planning, service delivery and decision-making, we ensure that the actions outlined in this plan respond to what our community values, while supporting a sustainable, resilient and highly liveable Strathfield over the long term.

Our Partners

Achieving the best outcomes for our community relies on strong collaboration and partnership. We work closely with a wide range of organisations to support the delivery of the Community Strategic Plan and this Delivery Program.

Depending on the outcome being sought, we may lead initiatives directly, work in partnership with others, advocate on behalf of our community, or enable and support the work of partner organisations. This flexible approach allows us to respond effectively to local needs while leveraging the expertise and influence of others.

Our partners include:

-  Australian and NSW Government departments and agencies
-  Neighbouring councils and regional organisations
-  Local schools, universities and education providers
-  Health and social service organisations
-  Community, sporting, and multicultural groups
-  Local businesses, landowners, industry groups, and business chambers.

Through collaboration, advocacy and partnership, we work with others to deliver services, secure funding, influence outcomes beyond local government control, and respond to the needs of our growing and diverse community.

Community Vision 2040

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

Regional Priorities

Strathfield is part of a broader metropolitan and regional network, and many of the opportunities and challenges experienced by our community are influenced by decisions made beyond the local government area. Regional growth, housing supply, transport investment and infrastructure planning all play a significant role in shaping how Strathfield functions today and how it evolves into the future.

In this context, we work to ensure that regional and metropolitan priorities are considered through a local lens. Our planning, advocacy and partnerships seek to balance regional objectives with the need to protect Strathfield's liveability, neighbourhood character and community wellbeing, while also ensuring our community benefits from growth, investment and improved connectivity.

Our regional priorities align with:



Greater Sydney and Western Sydney metropolitan planning frameworks



State housing, transport and infrastructure delivery programs



Regional transport, active travel and connectivity networks



Environmental resilience, climate adaptation and waterway health initiatives



Economic development, employment and productivity growth.

Key regional considerations for Strathfield include managing population growth, supporting housing supply and affordability, advocating for timely and appropriate infrastructure, and ensuring that regional development delivers tangible local benefits. This includes access to transport, open space, community facilities, employment opportunities and a high-quality public domain.

To achieve this, we actively engage with State Government agencies, regional organisations and neighbouring councils. Through collaboration and advocacy, we work to influence outcomes that support sustainable growth, respond to regional challenges, and reflect the values and priorities of our community.



Our Council



Role of Strathfield Council

Strathfield Council provides local leadership, delivers essential services and plans for the future of the Local Government Area in accordance with the Local Government Act 1993.

Council operates across a broad range of service areas, balancing community expectations, legislative responsibilities and available resources to deliver sustainable outcomes.

Depending on the outcome required, Council may:

Deliver services and infrastructure directly

Partner with government and community organisations

Advocate on behalf of the community

Enable and support community-led initiatives

Through this approach, Council ensures services remain responsive, efficient and aligned with community priorities, while supporting long-term sustainability and growth.

Our Responsibilities

Under the Local Government Act 1993, Councils are responsible for delivering a range of core services and regulatory functions that support daily life and community wellbeing. These include planning and development, local infrastructure and asset management, environmental and public health services, community facilities and programs, waste and stormwater services, and civic leadership and governance.

These functions are planned and delivered through our Integrated Planning and Reporting (IP&R) framework, ensuring transparency, accountability, and alignment with community priorities.

How we make our decisions

In carrying out our role, we operate in line with the principles set out in Section 8A of the Local Government Act 1993, which emphasise strong leadership, effective planning, value for residents and ratepayers, collaboration with other levels of government, ethical conduct, responsible asset management and continuous improvement.

Our decision-making recognises the diversity of our community's needs and considers social justice, environmental sustainability and the long-term impacts of decisions on future generations. Transparency and accountability underpin how our decisions are made and how our outcomes are delivered.

We actively engage with our community through our Community Engagement Strategy and other engagement processes to ensure local voices inform planning, priorities and service delivery.



Our Councillors

Strathfield Council is governed by an elected Council of seven Councillors, chosen by the community at Local Government elections held every four years. The current Council, elected in 2024, comprises of Councillors representing a mix of political affiliations, including Labor, Liberal and independent representation, reflecting the diversity of views within the Strathfield community.

Amongst the Councillors, a Mayor and Deputy Mayor are elected by Council to provide civic leadership, represent the community, and guide Council's strategic direction.

Strathfield Council is led by Cr Benjamin Cai (Mayor) and Cr Sandy Reddy (Deputy Mayor), together with Councillors Cr John-Paul Baladi, Cr Matthew Blackmore, Cr Esther Kim, Cr Rory Nosworthy, and Cr Karen Pensabene.



Mayor, Benjamin Cai

0407 314 370

cr.bcai@strathfield.nsw.gov.au



Deputy Mayor, Sandy Reddy

0407 234 391

cr.sreddy@strathfield.nsw.gov.au



Councillor John-Paul Baladi

0400 017 759

cr.jpbaladi@strathfield.nsw.gov.au



Councillor Matthew Blackmore

0406 099 048

cr.mblackmore@strathfield.nsw.gov.au



Councillor Esther Kim

0438 557 462

cr.ekim@strathfield.nsw.gov.au



Councillor Rory Nosworthy

0438 979 981

cr.rnosworthy@strathfield.nsw.gov.au



Councillor Karen Pensabene

0428 410 856

cr.kpensabene@strathfield.nsw.gov.au

Together, the Mayor, Deputy Mayor and Councillors provide civic leadership and represent the interests of our community, guiding the planning, governance and long-term direction of the LGA. The Mayor presides over Council meetings, represents Strathfield at official functions and works closely with the General Manager to support the delivery of Council's strategic priorities. The Deputy Mayor supports the Mayor in these duties and acts in the role when required.

Role of our Councillors

Councillors are responsible for providing civic leadership, setting strategic direction and making decisions in the best interests of our community. This includes adopting key strategies, policies and plans under the Integrated Planning and Reporting framework, approving budgets and major projects, and overseeing Council's financial sustainability and performance.

Councillors make decisions collectively at Council meetings through resolutions, informed by professional advice from staff, community engagement outcomes and legislative requirements. While individual Councillors may hold different perspectives, decisions of Council are made by majority vote and carried out by the organisation under the direction of our General Manager.

Councillor Priorities

Councillor priorities reflect the elected Council's shared focus areas for the current term. They provide direction for leadership, decision-making and resource allocation, and inform how the Delivery Program and Operational Plan have been shaped to respond to the needs and expectations of our community.

Together, these priorities guide how we plan services, deliver programs that achieve measurable community outcomes, advocate for the community and invest in infrastructure, while remaining aligned with the Community Strategic Plan and legislative responsibilities.



Customer Service Excellence

A resident-first approach to service delivery that prioritises clear and respectful communication, timely responses, solution-focused outcomes and accountability



Community Engagement

An inclusive and proactive approach to engaging with the community through accessible and diverse channels, ensuring local voices inform planning, decision-making and service delivery



Environment & Public Domain

Maintaining clean, safe and well-maintained streets, parks, open spaces and public places that enhance community wellbeing, protect local amenity and support liveable neighbourhoods



Events

A coordinated program of community events that fosters connection, celebrates diversity, activates public spaces and delivers inclusive and meaningful community outcomes



Infrastructure Renewal

Proactive renewal, maintenance and upgrade of Council assets and infrastructure to ensure safety, reliability and long-term value, aligned with community expectations and growth



Long-Term Financial Sustainability

Responsible financial stewardship to ensure Council can sustainably deliver services, maintain and renew assets, manage growth pressures and invest in future community needs



Organisational Capability & Workforce Planning

Building a capable, stable and future-ready workforce supported by strong leadership, clear direction, effective planning and a positive organisational culture



Transport, Movement & Public Domain

Supporting safe, efficient and accessible movement for all users through local transport planning, advocacy, and integration of public domain and transport initiatives



Urban Planning, Housing & Place Activation

Strategic planning that supports sustainable growth, housing diversity and high-quality urban outcomes, with vibrant and active town and village centres

Our Organisation



Our Guiding Principles

Our guiding principles set out the values, vision and purpose that shape how we work as an organisation. They inform decision making, service delivery and leadership, and guide how we engage with our community, partners, and each other.

Our Vision

Our vision reflects the long-term aspirations of the Strathfield community, as set out in the Community Strategic Plan Strathfield 2040:

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

This vision provides a shared direction for planning, investment, and service delivery across the organisation.

Our Mission

Our mission is to serve and advocate for our community by delivering responsive services, infrastructure and leadership that support connectivity, community wellbeing, and liveable neighbourhoods. Through strong partnerships, responsible governance and long term planning, we work to balance growth with local character, protect the environment and make decisions that reflect community priorities and support a resilient and sustainable future for Strathfield.

Our Executive Leadership Team

Our Executive Leadership Team provides organisational leadership and strategic oversight, supporting the Mayor and Councillors and ensuring the effective delivery of services, programs and projects in line with Council's objectives, legislative responsibilities and community expectations.

The Executive Leadership Team comprises:



Michael Mamo
General Manager

Michael is responsible for the overall leadership and management of the organisation. This includes implementing the decisions and policies of Council, providing strategic and professional advice to the Mayor and Councillors, and ensuring the effective delivery of the Delivery Program and Operational Plan. Michael also leads organisational performance, governance, financial sustainability, and service integration across the organisation.



Cathy Edwards-Davis
Director, Engineering
& Operations

Cathy leads our engineering and operational functions, with responsibility for infrastructure delivery, capital works, asset management and operational services. This includes roads, drainage, parks, open spaces, buildings and facilities, ensuring infrastructure is planned, maintained and renewed to support safety, functionality and long-term community needs.



Kristy Watts
Director, Corporate
& Community

Kristy oversees a broad portfolio of corporate and community-focused services, including finance, people and culture, corporate planning and performance, customer experience, libraries and community services, digital and information services. This role supports organisational capability, service excellence, financial management, and community access to services and programs.



Melissa Mallos
Director, Civic
& Legal

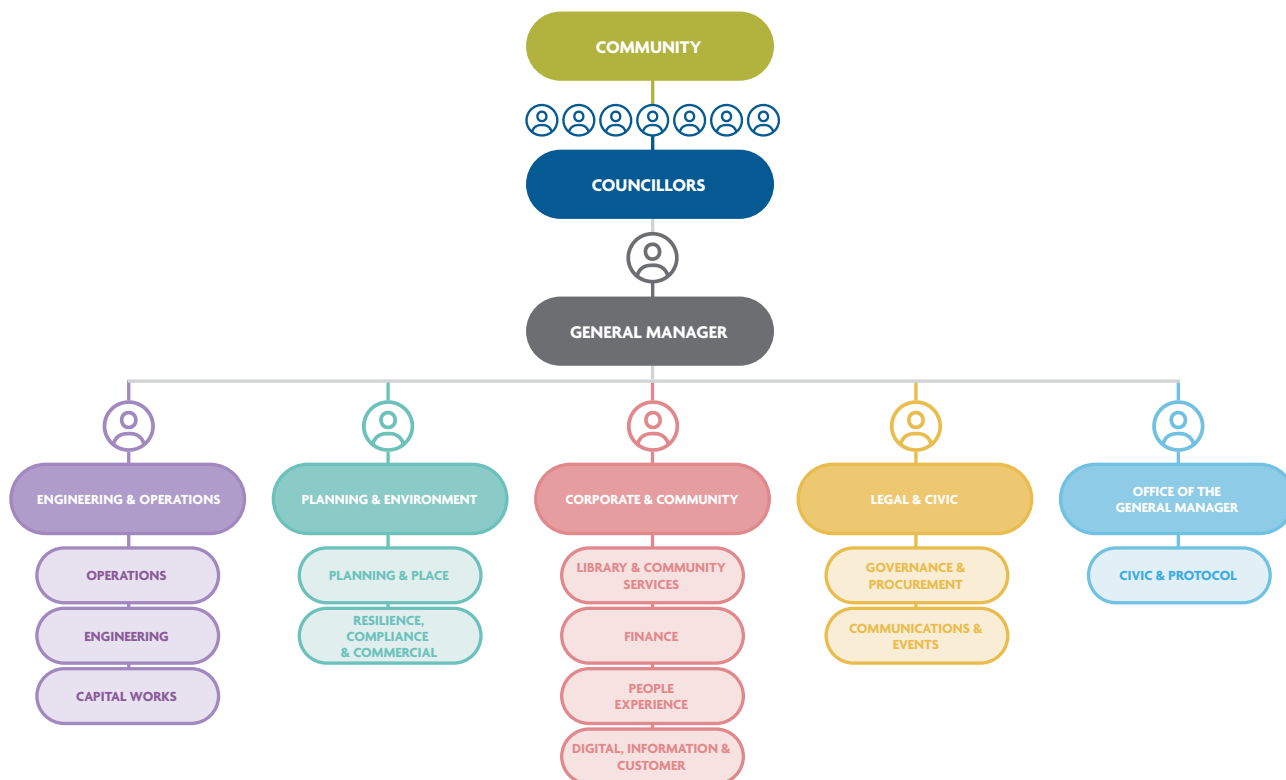
Melissa is responsible for governance, legal services, procurement, communications, and events. This role supports sound decision making, compliance with legislative requirements, transparency and accountability, while enabling effective civic engagement and communications.



Paul Reid
Director, Planning
& Environment

Paul leads strategic and statutory planning, development assessment, environmental and sustainability functions, resilience and compliance services. This portfolio supports place-based planning, sustainable growth, housing delivery, environmental protection, and the integration of planning with infrastructure and community outcomes.

Organisational Structure



Our organisation delivers core services to our community across four directorates, each with their own focus service areas:

- ▶ **Community** - Residents, businesses, and stakeholders who live, work, and engage within the local government area
- ▶ **Councillors** - Act as the voices of their constituents, championing their needs and concerns in Council meetings and engagements with other government entities
- ▶ **General Manager** - Responsible for the day-to-day operations and management of the Council. They ensure the implementation of Council decisions, advise the Council on strategic matters, and oversee staff and financial management
- ▶ **Corporate & Community** - Our Corporate & Community Directorate provides corporate support services and delivers programs that connect people with Council and the wider community
- ▶ **Engineering & Operations** - Our Engineering & Operations Directorate delivers and maintains our infrastructure, assets, and day-to-day operational services
- ▶ **Legal & Civic** - Our Legal & Civic Directorate supports good governance, risk management, procurement, and civic engagement across Council
- ▶ **Planning & Environment** - Our Planning & Environment Directorate guides sustainable growth, land use planning, and environmental outcomes while ensuring regulatory compliance.

Our Organisational Culture Vision and Values

Our PROUD values were developed by our staff shaped by our and lived every day in the work that we do.

Our PROUD values sit at the heart of who we are and how our teams work with each other and the Community. They guide our everyday decisions, shape our culture, and define the way we serve our community. By putting People first, showing Respect, creating Opportunity, working in Unity, and demonstrating Dedication, we build strong relationships, foster trust, and strive for meaningful and lasting outcomes. Living the PROUD values helps us create a safe, inclusive and high performing workplace where everyone is supported to contribute their best.

PROUD

People first • Respect • Opportunity • Unity • Dedication

People first

We put **people** first—our customers, colleagues, partners, and community—because strong relationships are the foundation of great service and meaningful outcomes.

Respect

We treat each other with **respect** and integrity, creating a culture of trust across our teams and throughout the community.

Opportunity

Through continuous learning, growth and innovation, we empower one another to improve and reach our full **potential**.

Unity

We harness our individual strengths and diverse perspectives, **united** by care and a shared commitment to serving our community.

Dedication

We are **dedicated** to achieving exceptional outcomes that make a lasting and positive difference in the lives of those we serve.

Our Strategic Priorities



Summary of Community Strategic Plan

The Community Strategic Plan - *Strathfield 2040* sets out the long-term vision, priorities and directions for the Strathfield LGA over a 10-year period and beyond. Developed through extensive community engagement, the CSP reflects what our community values most and provides the foundation for all planning, service delivery and investment decisions.

The CSP is structured around six themes (Priority Areas). Under each theme, goals describe where the community wants to be, and strategies describe how these outcomes will be achieved.



Connectivity

Sustainable infrastructure

- Plan and implement quality and sustainable infrastructure

Integrated and safe transport networks

- Facilitate ease of movement through transport infrastructure
- Strengthen connections and integration of Strathfield's transport networks

Informed, accessible and connected

- Inform communities through various communication channels
- Provide secure and effective digital access to information and services



Community Wellbeing

Diverse and connected community

- Plan and facilitate programs that support diverse community needs
- Connect with communities and facilitate opportunities for participation

Healthy and Active Community

- Provide well-maintained facilities and open spaces that support active and passive recreation
- Promote healthy and active lifestyles

Resilient and safe community

- Work collaboratively to support community and local business safety
- Improve community resilience and preparedness for local shocks, emergencies and flooding



Celebrating Culture and Place

Vibrant centres and thriving economy

- Plan for vibrant centres with thriving economies and visitor experience
- Facilitate events and activities to encourage participation and place activation
- Work with local business to support business growth and prosperity

Creativity, culture and learning

- Deliver creative and cultural programs through library services
- Encourage participation and celebrate civic engagement and achievement



Liveable Neighbourhoods

Quality design and planning outcomes

- Facilitate high quality and well-designed development that makes a positive contribution to the future of Strathfield
- Provide efficient and consistent development application assessment services and review and maintain currency of planning policies

Well-maintained neighbourhoods and public areas

- Improve waste reduction and sustainable practices
- Maintain high standards of public health, amenity and safety

Healthy and sustainable environment

- Expansion of green spaces, tree canopies, and prioritisation of the enhancement of biodiversity and ecological systems
- Promote sustainable practices and lifestyles



Responsible Leadership

Accountable and engaged leadership

- Provide opportunities for community to engage and influence decision-making processes
- Deliver ethical, effective and responsible leadership reflective of community needs and vision

Responsive and efficient management

- Develop strategies and plans to secure long-term financial sustainability and ensure effective service and infrastructure delivery
- Foster an effective workforce and organisational culture that prioritises safety, best practice, and continuous quality improvement
- Deliver efficient and responsive customer services to the community



Future Growth

Sustainable growth creates an inclusive, high-quality place to live and work

- Identify and support key growth or urban renewal areas through appropriate planning and delivery
- Plan and deliver new and affordable housing typologies to meet changing housing needs of community
- Make timely and well considered decisions relating to future development proposals

Key infrastructure to enable future growth is identified and planned

- Advocate to State and Federal Government to secure funding and delivery of infrastructure needed to support future growth
- A strategic and financially responsible approach is taken to the planning and delivery of new or upgraded infrastructure

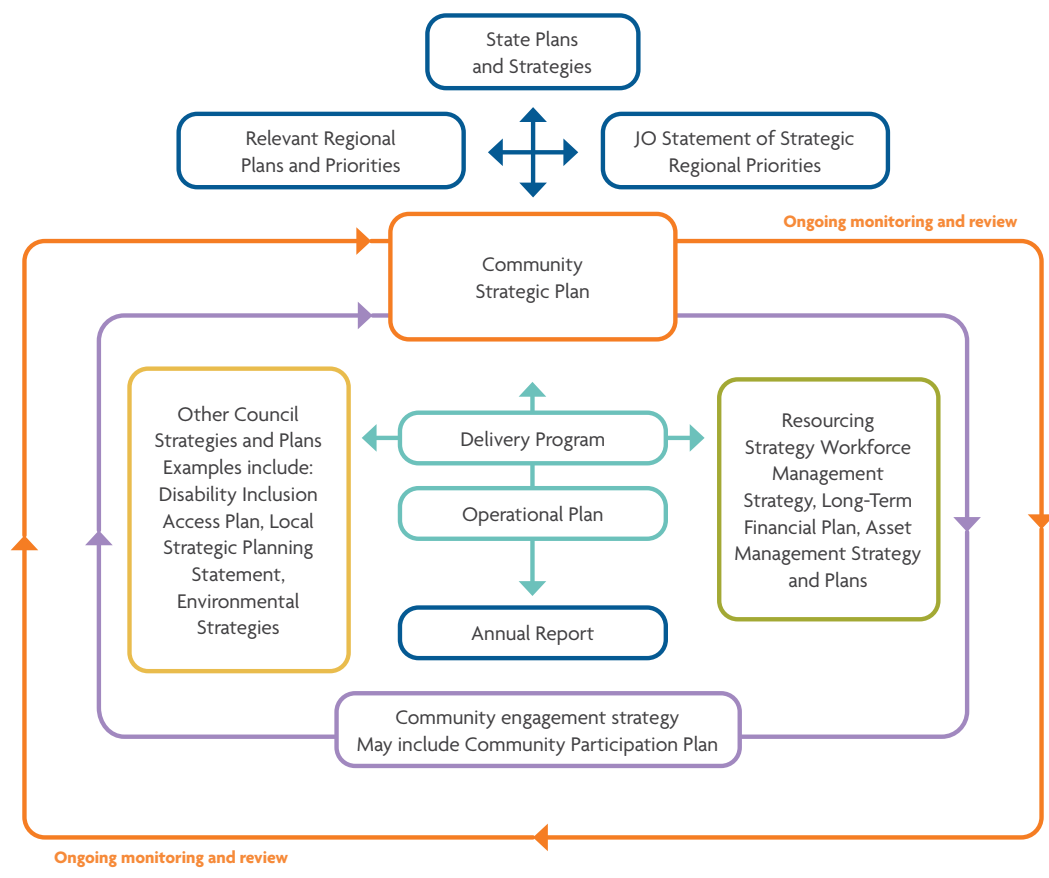
Growth creates opportunities and benefits for everyone

- Align and resource Council services to manage and support future growth
- Collaborate with external partners to facilitate the delivery of innovative, high-quality services, facilities and business opportunities
- Collaborate with external partners to identify opportunities for business innovation

Integrated Planning & Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework provides a structured approach to planning, delivering, monitoring and reporting on services, programs and projects to achieve our community's long-term vision. It ensures that our planning and decision making is coordinated, evidence based, and aligned with legislative requirements and community priorities.

The IP&R Framework connects long-term community aspirations with short-term actions, supported by clear resourcing and transparent reporting. It recognises that effective outcomes require a balance between what the community wants, what we can deliver, and the resources available to do so.



Planning

Planning under the IP&R Framework begins with the Community Strategic Plan – Strathfield 2040, which sets the long-term vision and priorities for the Local Government Area over a 10-year period and beyond.

This vision is translated into action through the:



Delivery Program - a four-year plan aligned with the elected Council term, outlining the key activities Council will undertake to progress the Community Strategic Plan



Operational Plan - an annual plan that details specific actions, projects, programs, budgets and fees and charges for each financial year.

Together, these plans ensure that long-term objectives are delivered through clearly defined and measurable actions.

Resourcing

The Resourcing Strategy supports the IP&R Framework by setting out how Council will provide the financial, workforce and asset resources required to deliver the Delivery Program and achieve the Community Strategic Plan outcomes.

The Resourcing Strategy comprises three key components:

Long-Term Financial Plan - A 10-year financial plan that outlines our long-term financial capacity, including revenue, expenditure, asset renewal, borrowing and financial sustainability

Workforce Management Strategy - A plan that identifies our current and future workforce needs, ensuring the organisation has the right skills, capability and capacity to deliver services effectively

Asset Management Strategy and Plans - Strategies and plans that detail how our assets will be managed, maintained and renewed over their lifecycle, ensuring infrastructure and facilities meet community needs both now and into the future

Monitoring, Review and Reporting

We monitor and review our performance under the IP&R Framework on an ongoing basis to ensure we remain on track to deliver planned outcomes and respond effectively to emerging risks and opportunities.

This includes:

- ▶ Six-monthly progress reporting on the Delivery Program and Operational Plan
- ▶ Quarterly budget and financial performance reviews
- ▶ Ongoing performance and service monitoring across the organisation

Through this cycle of monitoring and review, we support informed decision-making, continuous improvement, and strong organisational accountability.

We report openly and transparently to our community on progress and performance through:

- ▶ Annual Reports
- ▶ Six-monthly Delivery Program progress reports
- ▶ The State of the City Report (only following Council elections every four years)

Together, these monitoring and reporting processes ensure that our plans, resources, actions and outcomes are aligned, supporting responsible governance, financial sustainability and the delivery of services that reflect the long-term aspirations of our community.



Continuous Improvement

Continuous improvement is central to how we strengthen service delivery, organisational performance and outcomes for our community. Through a structured program of service reviews and improvement initiatives, we seek to ensure services remain efficient, responsive, and aligned with community expectations.

Service Reviews

Service reviews are a structured way for us to assess how our services are being delivered, identify opportunities for improvement, and ensure services continue to meet community expectations while using resources effectively. In 2026/27, we will undertake two service reviews as part of our continuous improvement program.

► City Presentation

The City Presentation service review will focus on the overall look and feel of Strathfield, including how the presentation of streets, parks, open spaces and public areas is managed and coordinated. The review will consider service standards, prioritisation and integration across activities that contribute to cleanliness, appearance and amenity across the LGA

► Customer Service

This service review will examine how we interact with our community across all customer contact points. It will focus on accessibility, clarity of communication, timeliness, consistency and issue resolution, with the aim of strengthening the overall customer experience and supporting a resident-focused approach to service delivery.

Continuous Improvement Program

Findings from service reviews will form part of our broader continuous improvement program, which will support a culture of learning, reflection and accountability across the organisation. By acting on review outcomes and embedding improvements into everyday practice, we will work to enhance service quality, manage risk and support long-term organisational sustainability.



City-Shaping Projects

City-shaping projects are major initiatives that influence the long-term structure, function and liveability of the Strathfield LGA. These projects typically span multiple years, involve significant investment or partnership with other levels of government, and play a key role in managing growth, delivering infrastructure and shaping places for current and future generations.

Current key city-shaping projects and initiatives include:



Western Sydney Infrastructure Grants (WSIG)

The WSIG program supports the delivery of significant upgrades to parks, recreation facilities and public spaces across the Local Government Area. These projects enhance community amenity, support health and wellbeing, and improve access to quality open space as the population grows

Homebush Transport Oriented Development (TOD)

The Homebush TOD represents a major State-led growth initiative that will significantly increase housing, employment and activity around the Homebush transport hub. We are focused on ensuring growth is supported by appropriate local infrastructure, services, public spaces and transport connections, and deliver benefits for both existing and future residents



Town Centre and Village Planning

Town Centre and Village Planning initiatives guide the future of key centres across Strathfield, including the Strathfield Town Centre and local village centres. These initiatives focus on improving the public domain, supporting local business, enhancing accessibility and creating vibrant, people-focused places that encourage social connection and economic activity

Growth and Housing Strategies

Growth and housing strategies provide a framework for managing population growth, housing supply, and diversity across the LGA. These strategies support sustainable development, housing choice and affordability, and help ensure that growth is well-planned, supported by infrastructure and aligned with community expectations and local character



Together, these city-shaping projects support the delivery of the Community Strategic Plan and play a critical role in planning for Strathfield's future as a connected, liveable and resilient community.

About this Plan



Purpose of the Delivery Program and Operational Plan

The Delivery Program 2025–2029 and Operational Plan 2026–2027 form part of Council's Integrated Planning and Reporting (IP&R) Framework and set out how we will deliver on the long-term vision of the Community Strategic Plan (CSP) – *Strathfield 2040*.

The Delivery Program is a four-year plan aligned to the term of Council and establishes the principal activities Council will undertake to achieve the community's long-term goals. It provides a clear line of sight between the CSP and the services, programs and infrastructure we deliver over time.

The Operational Plan is prepared annually and details the specific actions, projects, programs and budgets to be delivered in the 2026–2027 financial year. These annual actions represent the staged delivery of the broader commitments outlined in the Delivery Program.

Together, these plans:

- ▶ Translate long-term community aspirations into measurable and achievable actions
- ▶ Align services, resources and decision-making to community priorities
- ▶ Establish performance measures to track progress and outcomes over time
- ▶ Ensure accountability through defined service responsibilities and reporting

Many actions included in this Operational Plan form part of multi-year initiatives that will continue to be delivered across the Delivery Program period. Progress against these actions contributes to long-term outcomes, rather than being viewed as standalone activities.

Through this integrated approach, Council ensures that day-to-day service delivery, capital investment and strategic initiatives are clearly linked to the outcomes our community expects now and into the future.



From Community Vision to Annual Delivery

Council's planning framework ensures a clear connection between long-term community aspirations and the services delivered each year.

This line of sight is structured as follows:



Community Strategic Plan (10+ years)

- Defines the long-term vision and desired outcomes for the Strathfield community



Delivery Program (4 years)

- Sets out the principal activities Council will undertake to achieve these outcomes



Operational Plan (1 year)

- Details the specific actions, projects and services delivered annually

Resourcing Strategy

- Ensures financial, workforce and asset capacity to deliver outcomes

Each service, activity and action within this plan contributes to one or more Community Strategic Plan themes and is supported by performance measures designed to track both delivery and outcomes over time.

This ensures that Council is not only delivering services, but also demonstrating how those services contribute to meaningful improvements in community wellbeing, liveability and sustainability.

Our Informing Strategies

Our strategic plan

Our framework is built around the core Integrated Planning and Reporting (IP&R) strategic plans, which set our long-term vision, priorities and resourcing. Supporting these core documents is a suite of informing strategies and plans that provide more detailed direction for specific services, policy areas, and activities. Together, these strategies guide our decision-making and service delivery in a way that is aligned with the IP&R framework and the priorities of the Community Strategic Plan.

Core IP&R strategies and plans are:

- Community Strategic Plan (Strathfield 2040)
- Delivery Program and Operational Plan
- Resourcing Strategy (Long-Term Financial Plan, Asset Management Strategy and Plans, Workforce Management Strategy)

 Connectivity	 Community Wellbeing	 Celebrating Culture and Place	 Liveable Neighbourhoods	 Responsible Leadership	 Future Growth
Active Travel Plan (Draft)	Community Participation Plan	Events Strategy (Draft)	Biodiversity Conservation Strategy and Action Plan	Community Engagement Strategy	Affordable Housing Strategy (Draft)
Communications Strategy (Draft)	Community Safety Strategy	Homebush TOD Public Domain Strategy	Climate Mitigation & Adaptation Strategy	Equal Employment Opportunity Plan	Development Control Plan (DCP)
Flood Impact & Risk Assessment and Stormwater Management Strategy	Disability Inclusion Action Plan	Villages and Centres Strategy (Draft)	Plans of Management	Information Management Framework	Growth Strategy
PAMP and LATM Study (Draft)	Library Services Strategy	Strathfield Town Centre Masterplan (Draft)	Resilience Strategy	ICT Strategy	Land and Property Strategy
Powell Creek Flood Risk Management Study and Plan (Draft)	Reconciliation Action Plan		Waste Strategy		Local Environmental Plan (LEP)
Public Domain Manual	Recreation and Wellness Strategy				Local Strategic Planning Statement (LSPS)
					Medium Density Housing Strategy

How we Engage our Community

Community engagement is central to how we plan and deliver services. Our approach to engagement is guided by our Community Engagement Strategy, which sets out how we involve the community in decision-making in a way that is inclusive, accessible and transparent.

Engagement activities include formal consultation on plans and projects, community workshops, surveys, online engagement platforms, and targeted engagement with specific groups. Through these processes, we seek to understand community views, inform decision-making, and build trust.

To monitor whether we are on the right track, we also undertake bi-annual community surveys to capture community sentiment. These surveys help measure community perceptions of our performance, liveability and service delivery, and inform ongoing improvements.

Community Value and Key Issues

Council will be progressing its next Community Satisfaction and Performance Survey in the latter part of 2026. This process will provide an important opportunity to better understand community perceptions, priorities and experiences across Council services and the local area. Through this engagement, Council will actively seek to identify opportunities to enhance services, programs and outcomes where feedback indicates improvements can be made and where it is within Council's capacity to respond. Council looks forward to working closely with the community through this process, using the insights gained to inform future planning, decision-making and continuous improvement.



How to read this plan

This Delivery Program and Operational Plan is structured to clearly show what Council will deliver, how services are organised, and how performance and resourcing are aligned over the four-year Council term and for the 2026-2027 financial year.

Understanding Council Services

Council services represent integrated functions that support both direct community outcomes and the internal capability required to deliver them.

These services operate within an increasingly complex environment, with growing demand, heightened community expectations and expanding legislative obligations.

Services are structured to ensure:

- Efficient and coordinated delivery
- Clear accountability and performance measurement
- Alignment with strategic priorities and available resources.

Maintaining appropriate resourcing and capability across these services is critical to ensuring Council can continue to deliver reliable, high-quality outcomes for the community.

In addition to outlining annual actions, this plan also identifies the broader Delivery Program activities that these actions contribute to. This ensures that each action is clearly linked to longer-term commitments and community outcomes.

Performance measures included within this plan are designed to assess both:

- **Outputs** (what we deliver each year), and
- **Outcomes** (the impact of these activities over time)

This approach supports a shift from activity-based reporting to outcome-focused performance, ensuring Council can demonstrate value and progress against the Community Strategic Plan.

Service-based structure of this plan

The Delivery Program and Operational Plan are organised by service area, with services listed alphabetically, presenting external services first, followed by enabling services.

This structure enables ease of reading to clearly understand what each service delivers, when activities will occur, how performance will be measured, and how services are resourced, providing a transparent and service-focused view of Council's Delivery Program and Operational Plan

Within each service area, the following information is set out on the following page.

This Delivery Program and Operational Plan is structured to clearly show what Council will deliver, how services are organised, and how performance and resourcing are aligned over the four-year Council term and for the 2026-2027 financial year.

Service description

A brief explanation of the purpose of the service and what it delivers

Service Sub-services

The key activities and functions included within the service

Community Strategic Plan (CSP) alignment

The relevant CSP theme and goal to which the service contributes

Councillor Priority Alignment

Alignment between the service and the Councillor priorities for the current Council term

DPOP

Arts, Culture & Events

Arts, Culture & Events deliver programs and activities that celebrate creativity, history and community identity across the LGA. The service supports cultural expression and participation through events, exhibitions and partnerships with local creative communities, while also delivering major, civic and citizenship events and promoting Strathfield's local history as an important part of community life.

- Sub-services
- Arts programming and cultural events
 - Exhibitions and curator-led projects
 - Art sales and cultural activations
 - Major community, civic and citizenship events
 - Creative community partnerships
 - Local history collection

- Responsibility
- Manager, Library & Community Services
 - Manager, Communications & Events
 - Senior Civic, Protocol & Volunteer Officer
 - Civic, Protocol & Volunteer Officer

CSP Alignment

Councillor Priority Alignment

- Informing Strategies
- Events Strategy (Draft)
 - Library Services Strategy
 - Reconciliation Action Plan

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Communication & Events, General Manager's Office, and Library & Community Services section budget(s) as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

- Customer Service Excellence
- Community Engagement
- Environment & Public Domain
- Events
- Infrastructure Renewal
- Long-Term Financial Sustainability
- Organisational Capability & Workforce Planning
- Transport, Movement & Public Domain
- Urban Planning, Housing & Place Activation

Service responsibility

The teams or managers responsible for delivering the service

Informing Strategies

The key strategies and plans that guide how the service is delivered

Budget for the service

The service's key activities and annual actions funded through the relevant business unit budget within Council's adopted Annual Budget.



Key Activities (Delivery Program - four years)

The principal activities Council will deliver through the service over the four-year Council term, including an indication of which years each activity is planned to be delivered. The activities have accompanying performance measures, which will be used to assess the performance of each activity

DPOP

Key Activities

Principal Activity	Program / Project	Key Theme	2025-26	2026-27	2027-28	2028-29	Performance Measure	Target
Deliver a range of art and cultural exhibitions that support both established and emerging artists	Program	Community Wellbeing	●	●	●	●	Deliver an annual schedule of exhibitions	Establish baseline and maintain or increase number of attendees at openings Number of feedback survey responses received
Promote and maintain Strathfield's history for future generations	Program	Celebrating Culture and Place	●	●	●	●	Maintain collections log of objects of local history	Establish baseline and maintain or increase number of articles written for website
Deliver events and activities that encourage community participation and promotes Council values	Program	Community Wellbeing	●	●	●	●	Maintain an upward trend in community feedback satisfaction rate via surveys conducted post-event	Establish a baseline satisfaction rate and achieve a positive year-on-year improvement
Deliver civic and volunteer programs that encourage community participation and celebration	Program	Community Wellbeing	●	●	●	●	Maintain an annual calendar of civic and volunteer programs	Maintain or improve the program

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Establish access to a local studies collection that is available to the community	Celebrating Culture and Place	Local studies collection access is provided on the library's online catalogue	Number of records added	Manager, Library & Community Services
Establish Council's Events Strategy	Celebrating Culture and Place	Events Strategy approved for exhibition by March 2027	Events Strategy adopted by Council by 30 June 2027	Manager, Communications & Events
Deliver an annual program of major events approved by Council	Celebrating Culture and Place	Approved events are delivered within the approved budgets	Community satisfaction with the approved program of events	Manager, Communications & Events
Deliver annual civic education program for local students and community	Celebrating Culture and Place	Program delivered by June 2027	Minimum of five events delivered as part of the program	Senior Civic, Protocol & Volunteer Officer
Deliver annual volunteer program	Community Wellbeing	Overall volunteer satisfaction with the program	Overall satisfaction is >90%	Senior Civic, Protocol & Volunteer Officer
Deliver annual citizenship ceremony program	Community Wellbeing	Citizenship ceremonies delivered within the reporting period	Six citizenship ceremonies delivered	Senior Civic, Protocol & Volunteer Officer
Facilitate Council's Sister City commitments	Community Wellbeing	Deliver Council's commitments as per The Sister City Agreement	100% of agreed commitments delivered	Senior Civic, Protocol & Volunteer Officer

Annual Actions (Operational Plan)

The specific actions Council will deliver through the service in the 2026–2027 financial year. The actions have accompanying performance measures, which will assess performance against our annual commitment

Delivery Program 2025-2029 & Operational Plan 2026-2027



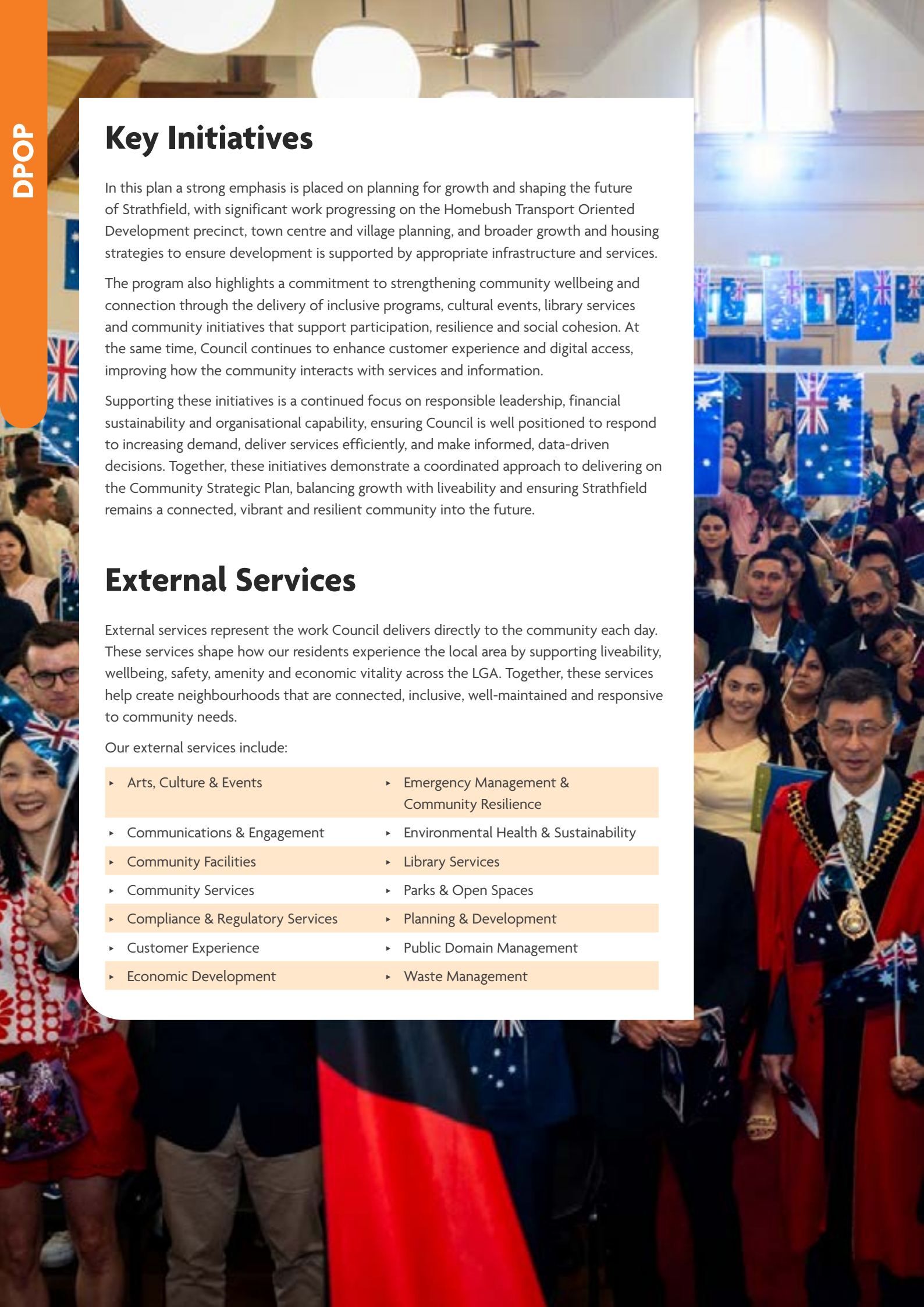
Delivery Program 2025-2029

The following table presents Council's projected Income Statement for the four-year period, based on the recommended Base Case Scenario contained within the Long Term Financial Plan. The forecast includes the 2026/27 financial year as included within the Operational Plan and provides an indication of Council's expected financial performance over the Delivery Program period.

The forecast demonstrates Council's capacity to fund the services, programs, infrastructure and strategic initiatives identified within the Delivery Program while maintaining long-term financial sustainability. It also provides transparency regarding Council's projected revenues, operating expenditure and overall financial position over the four-year period.

This forecast is reviewed and updated annually as part of Council's Integrated Planning and Reporting Framework to reflect changes in economic conditions, legislative requirements, service delivery priorities and financial assumptions, ensuring that the Delivery Program remains financially sustainable and appropriately resourced.

Projected Income Statement	Budget 2026/27 (\$'000)	Forecast 2027/28 (\$'000)	Forecast 2028/29 (\$'000)	Forecast 2029/30 (\$'000)
Income				
Rates and annual charges	52,196	55,418	58,347	59,975
User fees and charges	6,591	6,456	6,475	6,662
Other revenue	3,586	3,628	3,671	3,714
Grants and contributions provided for operating purposes	2,074	2,015	2,075	2,138
Grants and contributions provided for capital purposes	28,608	9,045	8,306	6,369
Interest and investment income	3,536	3,703	3,877	4,061
Other income	1,651	1,701	1,752	1,804
Internal income	3,076	-	-	-
Proceeds from sale of assets	600	600	600	600
Total income from continuing operations	101,918	82,565	85,103	85,322
Expenditure				
Employee benefits and on-costs	32,208	32,897	34,212	35,410
Materials and services	22,853	25,316	25,748	27,546
Other expenses	1,619	1,643	1,668	1,693
Borrowing costs	1,786	1,273	1,214	1,082
Written down value of assets sold/disposed	350	350	350	350
Internal expense	3,075	-	-	-
Total expenditure from continuing operations	61,891	61,479	63,192	66,082
Operating result from continuing operations excluding depreciation and amortisation	40,026	21,086	21,911	19,241
Depreciation and amortisation	10,952	11,066	10,733	10,776
Operating result from continuing operations	29,074	10,020	11,178	8,465
Net operating result before capital grants and contributions – Surplus/ (Deficit)	\$465	\$975	\$2,872	\$2,096



Key Initiatives

In this plan a strong emphasis is placed on planning for growth and shaping the future of Strathfield, with significant work progressing on the Homebush Transport Oriented Development precinct, town centre and village planning, and broader growth and housing strategies to ensure development is supported by appropriate infrastructure and services.

The program also highlights a commitment to strengthening community wellbeing and connection through the delivery of inclusive programs, cultural events, library services and community initiatives that support participation, resilience and social cohesion. At the same time, Council continues to enhance customer experience and digital access, improving how the community interacts with services and information.

Supporting these initiatives is a continued focus on responsible leadership, financial sustainability and organisational capability, ensuring Council is well positioned to respond to increasing demand, deliver services efficiently, and make informed, data-driven decisions. Together, these initiatives demonstrate a coordinated approach to delivering on the Community Strategic Plan, balancing growth with liveability and ensuring Strathfield remains a connected, vibrant and resilient community into the future.

External Services

External services represent the work Council delivers directly to the community each day. These services shape how our residents experience the local area by supporting liveability, wellbeing, safety, amenity and economic vitality across the LGA. Together, these services help create neighbourhoods that are connected, inclusive, well-maintained and responsive to community needs.

Our external services include:

- | | |
|------------------------------------|---|
| ▸ Arts, Culture & Events | ▸ Emergency Management & Community Resilience |
| ▸ Communications & Engagement | ▸ Environmental Health & Sustainability |
| ▸ Community Facilities | ▸ Library Services |
| ▸ Community Services | ▸ Parks & Open Spaces |
| ▸ Compliance & Regulatory Services | ▸ Planning & Development |
| ▸ Customer Experience | ▸ Public Domain Management |
| ▸ Economic Development | ▸ Waste Management |

Arts, Culture & Events

Arts, Culture & Events deliver programs and activities that celebrate creativity, history and community identity across the LGA. The service supports cultural expression and participation through events, exhibitions and partnerships with local creative communities, while also delivering major, civic and citizenship events and promoting Strathfield's local history as an important part of community life.

- Sub-services**
- Arts programming and cultural events
 - Exhibitions and curator-led projects
 - Art sales and cultural activations
 - Major community, civic and citizenship events
 - Creative community partnerships
 - Local history collection

- Responsibility**
- Manager, Library & Community Services
 - Manager, Communications & Events
 - Senior Civic, Protocol & Volunteer Officer
 - Civic, Protocol & Volunteer Officer

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Events Strategy (Draft)
 - Library Services Strategy
 - Reconciliation Action Plan

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Communication & Events, General Manager's Office, and Library & Community Services section budget(s) as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment



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

Councillor Priorities



- Customer Service Excellence
- Community Engagement
- Environment & Public Domain
- Events
- Infrastructure Renewal
- Long-Term Financial Sustainability
- Organisational Capability & Workforce Planning
- Transport, Movement & Public Domain
- Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Deliver a range of art and cultural exhibitions that support both established and emerging artists	Program		●	●	●	●	Annual exhibition program delivered and community participation levels	Minimum annual exhibition program delivered with baseline established for attendance and participant feedback
Promote and maintain Strathfield's history for future generations	Program		●	●	●	●	Local history collections maintained and community engagement with local history content	Establish baseline and maintain or increase number of articles written for website
Deliver events and activities that encourage community participation and promotes Council values	Program		●	●	●	●	Maintain an upward trend in community feedback satisfaction rate via surveys conducted post-event	Establish a baseline satisfaction rate and achieve a positive year-on-year improvement
Deliver civic and volunteer programs that encourage community participation and celebration	Program		●	●	●	●	Maintain an annual calendar of civic and volunteer programs	Maintain or improve the program

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Establish access to a local studies collection that is available to the community		Local studies collection access is provided on the library's online catalogue	10 new collections added	Manager, Library & Community Services
Establish Council's Events Strategy		Events Strategy approved for exhibition by March 2027	Events Strategy adopted by Council by 30 June 2027	Manager, Communications & Events
Deliver an annual program of major events approved by Council		Approved events are delivered within the approved budgets	Establish baseline for community satisfaction	Manager, Communications & Events
Deliver annual civic education program for local students and community		Program delivered by June 2027	Minimum of five events delivered as part of the program	Senior Civic, Protocol & Volunteer Officer
Deliver annual volunteer program		Number of volunteers attending events	Maintain or increase annual number of people attending volunteering events	Senior Civic, Protocol & Volunteer Officer
Deliver annual citizenship ceremony program		Citizenship ceremonies delivered within the reporting period	Six citizenship ceremonies delivered across 2026/27 financial year	Senior Civic, Protocol & Volunteer Officer
Facilitate Council's Sister City commitments		Maintain Council's commitments as per The Sister City Agreement	Ensure all agreed commitments are delivered where applicable	Senior Civic, Protocol & Volunteer Officer

Communications & Engagement

Communications & Engagement keeps the community informed, involved and connected with our work and decision-making. The service delivers clear and consistent communications across multiple channels, supports consultation and engagement activities, manages Council’s public information and online platforms, and coordinates media, publications and notices to ensure information is timely, accessible and easy to understand.

- Sub-services**
- Communications strategy and delivery
 - Media monitoring and responses
 - Council publications, graphic design and branding
 - Council website and “Have Your Say” platform
 - Community consultation and surveys

- Responsibility**
- Manager, Communications & Events

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Communications Strategy (Draft)
 - Community Engagement Strategy
 - Community Participation Plan
 - Events Strategy (Draft)

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Communications & Events section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Proactively communicate Council programs and services with the community	Program		●	●	●	●	All Council initiatives have been communicated to the public within appropriate timeframes through a variety of channels	100% of Council initiatives are communicated to the public within agreed timeframes

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Deliver the Communications Strategy Action Plan across the organisation		Community satisfaction with Council's communications and media presence (measured through Community Satisfaction Survey)	Establish baseline for community satisfaction	Manager, Communications & events
Provide Mayoral communications and media support when appropriate		Mayoral communications and media requests are actioned promptly	Requests acknowledged within 24 hours	Manager, Communications & events
Provide regular community updates on actions, proposals and decisions affecting the local community across Council's media through various communications channels		Community satisfaction with Council's communications and media presence (measured through Community Satisfaction Survey)	Establish baseline for community satisfaction	Manager, Communications & events
Consult with the community regarding Council projects through the Have Your Say engagement platform		Projects incorporate community engagement and feedback	Minimum of 25 projects that utilise community engagement through the platform	Manager, Communications & events

Community Facilities

Community Facilities manages Council-owned community buildings, venues and sportsgrounds to ensure they are accessible, safe and fit for community use. The service supports everyday and seasonal activities by coordinating venue operations, bookings and floodlighting, helping community groups, clubs and organisations access well-managed spaces for recreation, events and gatherings.

- Sub-services**
- Community facility and venue operations
 - Sportsground bookings and floodlighting
 - Community building use and hire

- Responsibility**
- Manager, Digital, Information and Customer
 - Manager, Engineering
 - Manager, Resilience, Compliance & Commercial

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Public Domain Manual
 - Recreation and Wellness Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Engineering and Resilience, Compliance & Commercial section budget(s) as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

- 

Connectivity
- 

Community Wellbeing
- 

Celebrating Culture and Place
- 

Liveable Neighbourhoods
- 

Responsible Leadership
- 

Future Growth

Councillor Priorities

- 

Customer Service Excellence
- 

Community Engagement
- 

Environment & Public Domain
- 

Events
- 

Infrastructure Renewal
- 

Long-Term Financial Sustainability
- 

Organisational Capability & Workforce Planning
- 

Transport, Movement & Public Domain
- 

Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Manage and maintain the Hudson Park Golf Driving Range as a safe, compliant recreational facility that supports community use, active lifestyles, and healthy living	Program		●	●	●	●	Increase annual number of customers	2% increase in customers

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Manage casual and seasonal hire agreements for use of sportsgrounds, parks and community facilities within Council's adopted policy		Number of bookings and seasonal hire agreements	Maintain 300 bookings and agreements for the reporting year	Manager, Engineering
Bookings Service Improvement project		Service KPI's developed; System improvements implemented; Process improvements implemented	30 June 2027	Manager, Engineering
Deliver masterplan and concept design of community facilities, open space and sporting grounds incorporating outcome from Council's strategic plans		Deliver Airey Park masterplan; Deliver two playground renewal designs	Delivery by March 2027; Delivery by June 2027	Manager, Engineering
Progress the Hudson Park West Master Plan		Deliver masterplan endorsed by Council considering community input	Delivery by December 2026	Manager, Engineering
Collaborate with Ausgrid to continue to install upgraded LED street lighting		Percentage of works completed as per schedule	90% of works completed	Manager, Engineering
Implement staged improvements to the Hudson Park Golf Driving Range to enhance customer experience and accessibility		Number of improvements implemented	Two improvements implemented	Manager, Resilience, Compliance & Commercial
Facilitate community programming at the Hudson Park Golf Driving Range to promote participation and wellbeing		Number of community programs supported	Deliver one program	Manager, Resilience, Compliance & Commercial

Community Services

Community Services supports community wellbeing, inclusion and connection through programs and services that respond to the diverse needs of residents at all stages of life. The service works with individuals, community groups and partners to provide support, build resilience, encourage participation and strengthen social connections across the LGA.

- Sub-services**
- Community development programs
 - Aged, disability and youth services
 - Multicultural and inclusion programs
 - Volunteer programs and partnerships
 - Community safety and resilience initiatives
 - Community transport (non-emergency)

- Responsibility**
- Manager, Library & Community Services

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Community Participation Plan
 - Community Safety Strategy
 - Disability Inclusion Action Plan
 - Reconciliation Action Plan
 - Recreation and Wellness Strategy
 - Resilience Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Communications & Events, and Library & Community Services section budget(s) as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
- 



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Deliver programs responding to identified and emerging cultural needs	Program		●	●	●	●	Maintain an annual calendar of events that supports diversity of community needs	Event attendance is =>80%
Promote and provide community participation opportunities in programs and services which provide access to information, community connection and wellbeing	Program		●	●	●	●	Amount of applicants and grant funding provided to community members and groups	Maintain or improve grant opportunities within the grant program
Deliver and promote programs that encourage healthy and active lifestyles	Program		●	●	●	●	Maintain an annual calendar of events that supports healthy active lifestyles of the community	Attendee satisfaction is =>90%

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Develop Council's Community Needs Study		Study is completed within the reporting period	Study presented to Council by 30 June 2027	Manager, Library & Community Services
Review Council's implementation of the Stage 1 'Reflect' Reconciliation Action Plan and present a report to Council with an update of strategy and approach.		Action Plan is drafted	Plan presented to Council by 30 June 2027	Manager, Library & Community Services
Implement actions from Disability Inclusion Plan		Number of actions implemented	Minimum of three actions implemented	Manager, Library & Community Services
Implement actions from the Community Safety Strategy		Number of actions implemented	Minimum of three actions implemented	Manager, Library & Community Services
Investigate the establishment of a partnership and delivery framework for Community engagement in STEM opportunities		Findings of a community in STEM partnership are shared with a delivery framework established if possible	Findings and outcomes presented to the Executive Leadership Team by 30 June 2027	Manager, Library & Community Services

Compliance & Regulatory Services

Compliance & Regulatory Services protects public health, safety and amenity by ensuring Council's regulatory responsibilities are carried out consistently and in accordance with legislation. The service undertakes inspections, monitoring and investigations, responds to complaints, and enforces compliance requirements to help maintain safe buildings, healthy environments, and orderly use of public and private spaces across the LGA.

- Sub-services**
- Building compliance and certification
 - Environmental health and food safety
 - Swimming pool inspections
 - Parking enforcement and infringements
 - Animal control and premises compliance
 - Investigations and complaints handling

Responsibility ▸ Manager, Resilience, Compliance & Commercial

CSP Alignment  

Councillor Priority Alignment   

- Informing Strategies**
- Community Safety Strategy
 - Development Control Plan (DCP)
 - Public Domain Manual

Budget The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Resilience, Compliance & Commercial section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Deliver inspections for public health, safety, and amenity	Program		●	●	●	●	Number of inspections conducted	Maintain or improve number and frequency of inspections

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Conduct inspections of food-based businesses		Completion of annual inspection program	70% of premises achieve 3 stars and above	Manager, Resilience, Compliance & Commercial
Conduct business compliance and environmental audit programs		Annual audit program is completed	Maintain or improve number of audits conducted	Manager, Resilience, Compliance & Commercial
Investigate and monitor pollution events and act on compliance breaches		Response time to compliance breaches in pollution events (varying response time for incident)	Downward trend in response time	Manager, Resilience, Compliance & Commercial
Ensure the environmental compliance of local building sites		Number of standing permits	100% of building sites are regulated with a planning permit in place and inspection regime	Manager, Resilience, Compliance & Commercial
		Number of engagements with 'get the site right' Campaign		
		Number of pre-commencement inspections conducted		
Investigate interim options for establishing an effective animal control program		Draft report for Council with most appropriate option	Presented to Council by 30 June 2027	Manager, Resilience, Compliance & Commercial
Review shopfronts and awnings to reflect community priorities, safety and presentation		Audit and complaints handling in accordance with Enforcement Policy and targets	Complete audit of all shopfronts by 30 June 2027	Manager, Resilience, Compliance & Commercial
Monitor traffic and operate parking patrols in areas with high volume movement or parking demand		Level of parking and traffic compliance in high-demand areas	Ongoing number of patrols in high-demand areas	Manager, Resilience, Compliance & Commercial

Customer Experience

Customer Service & Experience provides the community with a clear, accessible and responsive first point of contact with Council. The service manages enquiries, payments and applications, maintains welcoming public-facing spaces, and builds staff capability through customer experience training to ensure consistent, high-quality service across all Council interactions.

- Sub-services**
- Front counter, enquiries and payments
 - Processing applications and submissions
 - Customer experience training
 - Public-facing facilities (foyer, visitor access)

- Responsibility**
- Manager, Digital, Information and Customer

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Community Engagement Strategy
 - Community Participation Plan
 - Communications Strategy (Draft)
 - Disability Inclusion Action Plan

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Digital, Information & Customer section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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Connectivity
- 

Community Wellbeing
- 

Celebrating Culture and Place
- 

Liveable Neighbourhoods
- 

Responsible Leadership
- 

Future Growth

Councillor Priorities

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Customer Service Excellence
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Community Engagement
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Environment & Public Domain
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Events
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Infrastructure Renewal
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Long-Term Financial Sustainability
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Organisational Capability & Workforce Planning
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Transport, Movement & Public Domain
- 

Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Deliver and manage effective frontline customer service and customer-facing digital services	Program		●	●	●	●	Percentage of service requests completed within affiliated timeframe	>90%

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Enhance Customer Experience for customer facing services		Grade of Service (GOS)	>70%	Manager, Digital, Information & Customer
		Percentage of service requests received via online services (iConcierge, CM10 and e-services) completed within affiliated timeframe	>90%	
Deliver priority Customer Experience (CX) improvement initiatives per the CX Strategy: ▸ Staff training ▸ Process and system improvements ▸ Implementation and evaluation of a Mystery Customer Program		Identified CX Strategy action items completed	100% of identified CX Strategy action items delivered by 30 June 2027	Manager, Digital, Information & Customer
Progress the Town Hall Precinct Refurbishment project through planning, design, and initial construction stages		Key project milestones achieved	Completion of key project milestones by 30 June 2027: ▸ Project plan finalised ▸ Detailed design completed ▸ Required approvals obtained ▸ Construction commenced	Manager, Digital, Information & Customer

Economic Development

Economic Development supports a strong and sustainable local economy by encouraging business growth, investment and activation across the LGA. The service works with businesses and partners to deliver economic initiatives, manage commercial opportunities and operate Council-owned venues, while promoting Strathfield as an attractive place to work, visit and invest.

- Sub-services**
- ▶ Economic development initiatives
 - ▶ Commercial partnerships and opportunities
 - ▶ Hudson Park Golf Driving range operations and venue-based activities
 - ▶ Business engagement and activation

- Responsibility**
- ▶ Manager, Engineering
 - ▶ Manager, Resilience, Compliance & Commercial

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- ▶ Events Strategy (Draft)
 - ▶ Growth Strategy
 - ▶ Land and Property Strategy
 - ▶ Villages and Centres Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Resilience, Compliance & Commercial section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment



Connectivity



Community Wellbeing



Celebrating Culture and Place



Liveable Neighbourhoods



Responsible Leadership



Future Growth

Councillor Priorities



Customer Service Excellence



Community Engagement



Environment & Public Domain



Events



Infrastructure Renewal



Long-Term Financial Sustainability



Organisational Capability & Workforce Planning



Transport, Movement & Public Domain



Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Support vibrant centres through activation and place-based initiatives	Program		●	●	●	●	Vibrant and active town centres supported through regular activation	Maintain or improve annual number of activation events delivered in town centres
Support local business growth through engagement and targeted initiatives	Program		●	●	●	●	Targeted annual support for local business growth	Maintain or improve annual number of initiatives delivered
Monitor local economic trends to deliver a range of initiatives that guides informed development and services within the LGA	Program		●	●	●	●	Evidence-based initiatives are informed by local economic trends	Maintain or improve annual number of activation initiatives delivered
Develop and maintain strategic partnerships to deliver priority services and economic initiatives	Program		●	●	●	●	Active partnerships maintained annually	Maintain or improve number of active economic partnerships
Promote Strathfield's strategic location and economic opportunities	Project		●	●	●	●	Economic promotion delivered through various materials and channels	Maintain and update economic promotion materials

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Manage and monitor outdoor dining and footpath display agreements in town centres		Number of active permits maintained and issued	90% of income received from debtors	Manager, Engineering
Deliver centre-based activation and seasonal programs		Number of activation initiatives delivered annually	Minimum of two initiatives delivered across different town centres	Manager, Resilience, Compliance & Commercial
Deliver business engagement and support initiatives to strengthen relationships with local businesses and industry		Number of new initiatives, such as networking events and forums, delivered or commenced	Minimum of two initiatives delivered	Manager, Resilience, Compliance & Commercial
Compile evidence and undertake preliminary investigations to support the future development of an Economic Development Strategy (EDS) for Strathfield.		Baseline analysis, stakeholder inputs, and strategic considerations documented to inform future EDS development	Preliminary EDS evidence base and scoping completed by 30 June 2027	Manager, Resilience, Compliance & Commercial
Promote Strathfield's economic strengths through strategic communications		Number of major campaigns delivered	Minimum of two campaigns	Manager, Resilience, Compliance & Commercial
Monitor local economic trends to guide strategic planning and service delivery		Annual local economic data compiled	Annual economic update provided to Council by 30 June 2027	Manager, Resilience, Compliance & Commercial

Emergency Management & Community Resilience

Emergency Management & Community Resilience supports the safety and preparedness of the community by coordinating Council's role in emergency planning, response and recovery. The service works with emergency services and partner agencies to strengthen local readiness, improve coordination during incidents, and support community awareness and resilience initiatives that help reduce risk and respond effectively in times of emergency.

- Sub-services**
- Local Emergency Management Officer duties
 - Emergency committee participation
 - Emergency logistics support
 - Community preparedness initiatives

- Responsibility**
- Manager, Operations
 - Manager, Resilience, Compliance & Commercial

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Community Safety Strategy
 - Flood Impact & Risk Assessment and Stormwater Management Strategy
 - Powell Creek Flood Risk Management Study and Plan (Draft)
 - Resilience Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Operations section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment



Connectivity



Community Wellbeing



Celebrating Culture and Place



Liveable Neighbourhoods



Responsible Leadership



Future Growth

Councillor Priorities



Customer Service Excellence



Community Engagement



Environment & Public Domain



Events



Infrastructure Renewal



Long-Term Financial Sustainability



Organisational Capability & Workforce Planning



Transport, Movement & Public Domain



Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Work in partnership to support community and local business safety	Program		●	●	●	●	Number of safety initiatives delivered in collaboration with partners	Maintain number of annual initiatives delivered
Undertake projects and conduct engagement to deliver community resilience programs	Program		●	●	●	●	Number of community resilience, safety, and emergency preparedness programs implemented	Maintain number of annual programs implemented

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Implement initiatives from the Local Emergency Management Committee (LEMC) meetings to support emergency preparedness and coordination		Percentage of LEMC initiatives incorporated into Council's emergency preparedness initiatives	95%	Manager, Operations
Collaborate with NSW Police and relevant agencies to support safety initiatives in town and village centres		Number of safety initiatives delivered in collaboration with partners	Minimum of one initiative delivered	Manager, Resilience, Compliance & Commercial
Implement the Resilience Strategy Action Plan		Number of actions plan items implemented	Minimum of three items implemented	Manager, Resilience, Compliance & Commercial

Environmental Health & Sustainability

Environmental Health & Sustainability supports a clean, healthy and sustainable environment for the community by protecting natural assets and promoting responsible environmental practices. The service delivers programs and initiatives that enhance biodiversity, improve environmental awareness, support catchment health, and guide sustainable outcomes through education, monitoring and long-term environmental planning.

- Sub-services**
- ▶ Environmental education and monitoring
 - ▶ Biodiversity and bush regeneration
 - ▶ Catchment and resilience programs
 - ▶ Sustainability strategies and projects

- Responsibility**
- ▶ Manager Resilience, Compliance & Commercial

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- ▶ Biodiversity Conservation Strategy and Action Plan
 - ▶ Climate Mitigation & Adaptation Strategy
 - ▶ Resilience Strategy
 - ▶ Waste Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Resilience, Compliance & Commercial section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Engage the community in protecting Strathfield's natural environment, biodiversity and waterways	Program		●	●	●	●	Number of community and volunteer engagement events held	Maintain or improve annual number of community engagement events

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Inspect and enforce biosecurity practices and deliver a weed awareness and education program		Number of inspections	Establish baseline and maintain or improve number of inspections and programs	Manager, Resilience, Compliance & Commercial
		Number of attendances at education programs		
Complete annual survey on Green and Golden Frog status and population		Percentage change in population and status of frog population	Maintain or increase frog population numbers	Manager, Resilience, Compliance & Commercial
Measure <i>W. backhousei</i> species cover, abundance and condition along established transects		Percentage of species cover along transects	Maintain positive cover	Manager, Resilience, Compliance & Commercial
Deliver sustainability and environment workshops in collaboration with local schools, community groups, and Councils		Number of workshops delivered	Deliver two workshops	Manager, Resilience, Compliance & Commercial
Promote and support participation such as National Tree Day, Bushcare and community planting days		Number of events delivered	Host a National Tree Day & at least one other bushcare based engagement	Manager, Resilience, Compliance & Commercial
Collaborate with regional partnerships to improve urban ecosystems, including the Cooks River Alliance and Parramatta River Catchment Group		Number of meetings attended	Maintain participation in Council's key regional partnerships	Manager, Resilience, Compliance & Commercial
Conduct monthly water monitoring to ascertain health of waterways and detect pollution incidences		Number of monthly water monitoring completed	100% of water monitoring completed	Manager, Resilience, Compliance & Commercial
Investigate sustainable infrastructure upgrades for natural and built environment including energy and water systems		Number of infrastructure upgrades identified	Minimum of two upgrades identified	Manager, Resilience, Compliance & Commercial

Library Services

Library services provide accessible, welcoming spaces that support learning, inclusion and community connection. The service delivers everyday library services, programs and exhibitions, supports outreach to reach a wider range of residents, and manages library systems and collections to ensure information and resources are easy to discover, use and enjoy by the community.

- Sub-services**
- ▶ Library customer services and collection management
 - ▶ Library systems
 - ▶ Outreach programs and home library service
 - ▶ Library exhibitions and programming

- Responsibility**
- ▶ Manager, Library & Community Services

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- ▶ Community Participation Plan
 - ▶ Library Services Strategy
 - ▶ Reconciliation Action Plan

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Library & Community services section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

- 

Connectivity
- 

Community Wellbeing
- 

Celebrating Culture and Place
- 

Liveable Neighbourhoods
- 

Responsible Leadership
- 

Future Growth

Councillor Priorities

- 

Customer Service Excellence
- 

Community Engagement
- 

Environment & Public Domain
- 

Events
- 

Infrastructure Renewal
- 

Long-Term Financial Sustainability
- 

Organisational Capability & Workforce Planning
- 

Transport, Movement & Public Domain
- 

Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Deliver and promote library programs and services that support literacy and lifelong learning opportunities	Program		●	●	●	●	Maintain an annual calendar of events that support literacy and learning opportunities of the community	Maintain annual number of events as part of the program
Maintain a modern, inclusive and safe library space that provides learning opportunities and resources	Program		●	●	●	●	Maintain high customer satisfaction of library services provided	User satisfaction is >90% Maintain or increase number of annual library visits Maintain or increase annual number of loans Maintain or increase number of new items purchased for the library
Implement and maintain innovative solutions that enable ease of access to library services	Program		●	●	●	●	Maintain uptime rate of library technology solutions and services	Uptime is >90% Maintain number of website and Online Public Access Catalog (OPAC) visits Maintain or increase number of downloaded app users

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Deliver the Library's Annual Schedule of Programs		Number of Library Programs delivered	Attendee satisfaction is >90%	Manager, Library & Community Services

Parks & Open Spaces

Parks & Open Spaces manages and enhances Council’s parks, reserves and streetscapes to support recreation, wellbeing and environmental quality across the LGA. The service maintains sporting and play spaces, manages trees and landscapes, delivers irrigation and turf works, and supports planning for open spaces to ensure they are safe, attractive and accessible for community use.

- Sub-services**
- Parks and streetscape maintenance
 - Sportsfields and playgrounds
 - Tree management and urban forest
 - Turf, irrigation and landscape works
 - Open space master planning support

- Responsibility**
- Manager, Capital Works
 - Manager, Engineering
 - Manager, Operations

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Biodiversity Conservation Strategy and Action Plan
 - Climate Mitigation & Adaptation Strategy
 - Disability Inclusion Action Plan
 - Plans of Management
 - Recreation and Wellness Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Operations section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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Connectivity
- 

Community Wellbeing
- 

Celebrating Culture and Place
- 

Liveable Neighbourhoods
- 

Responsible Leadership
- 

Future Growth

Councillor Priorities

- 

Customer Service Excellence
- 

Community Engagement
- 

Environment & Public Domain
- 

Events
- 

Infrastructure Renewal
- 

Long-Term Financial Sustainability
- 

Organisational Capability & Workforce Planning
- 

Transport, Movement & Public Domain
- 

Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Revitalise and enhance local parks through the delivery of projects funded through the Western Sydney Infrastructure Grant (WSIG) Program	Project		●	●			WSIG-funded park projects planned, delivered and completed in accordance with funding agreement requirements, timeframe and budget	Projects delivered on time and within budget
Provide safe, well-maintained community, recreation, and open space facilities	Program		●	●	●	●	Parks are mowed on a three-week cycle	90% of parks mowed within timeframe
Protect and expand tree canopy and urban forest	Program		●	●	●	●	Number of trees planted per year	100 trees planted annually

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Facilitate the preparation and review of Plans of Management for community land		Schedule established for the development and review of Plans of Management	Plans of Management developed or reviewed in line with schedule, and presented to Council	Manager, Library & Community Services
Upgrade Hudson Park through enhancements to amenities, sportsfield and lighting, car parking, pathways, playground, and landscape elements		Works progressed in line with the approved WSIG delivery schedule	90% delivered to project milestones	Manager, Capital Works
Finalise remaining upgrades at Strathfield Park to complete the park's redevelopment		Strathfield Park upgrade works completed in accordance with the approved scope	100% complete	Manager, Capital Works
Deliver upgrades to Airey Park's oval, amenities and circulation paths		Airey Park construction works commence or reach practical completion within the end of the reporting period	90% delivered to project milestones	Manager, Capital Works
Implement the comprehensive upgrade of Begnell Field to improve sports, access and spectator facilities		Key Begnell Field project milestones achieved during the reporting period	90% delivered to project milestones	Manager, Capital Works
Refurbish and expand the Cooke Park skate park to provide a modern and inclusive youth facility		Cooke Park skate park upgrade completed and opened for community use	100% completion of works	Manager, Capital Works
Maintain a proactive street tree maintenance program to promote tree health, safety, and longevity		Percentage of maintenance requests responded within timely manner	90% within three months	Manager, Operations
Conduct quarterly playground safety inspections and deliver priority corrective actions identified through audits		Delivery of safety audits throughout the reporting period	Four safety audits are completed	Manager, Operations

Planning & Development

Planning & Development shapes how Strathfield grows and changes over time and ensures development is managed in line with planning controls, legislation and community expectations. The service sets the strategic planning framework for housing, centres, infrastructure and heritage, and delivers transparent, consistent development assessment processes to support well-designed growth, quality places and timely planning decisions.

- Sub-services**
- Strategic planning and statutory controls (LEP, DCP and planning policy)
 - Place planning and master planning
 - Housing and affordable housing planning
 - Heritage strategy, design review and heritage advice
 - Infrastructure contributions plans and planning agreements (VPAs)
 - Development application assessment and determinations
 - Planning panels, rezonings and appeals
 - Development-related customer enquiries
 - Demographic analysis and growth studies

Responsibility ▸ Manager, Planning & Place

CSP Alignment 

Councillor Priority Alignment 

- Informing Strategies**
- Affordable Housing Strategy
 - Development Control Plan (DCP)
 - Growth Strategy
 - Homebush TOD Public Domain Strategy
 - Local Environmental Plan (LEP)
 - Local Strategic Planning Statement (LSPS)
 - Medium Density Housing Strategy
 - Strathfield Town Centre Masterplan
 - Villages and Centres Strategy

Budget The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Planning & Place section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Prepare and implement a villages and centres strategy incorporating community feedback	Project		●	●			A Villages and centres strategy is implemented	Strategy implemented within reporting period
Identify areas across the LGA that are suitable for population growth and prepare relevant studies	Program		●	●	●	●	Identify areas of potential growth	Maintain and document identified potential growth areas
Review of the infrastructure contributions framework to ensure it responds to future population growth	Program		●	●	●	●	Undertake annual review of works schedule	Works schedule reviewed annually
An affordable housing contributions framework for the LGA is prepared and implemented	Program		●	●	●	●	LGA wide affordable housing contribution scheme is prepared	Framework is prepared and implemented within reporting period
Advocate to the NSW Government to ensure that State Significant Developments (SSD) provides appropriate community benefit to support increased population growth	Program		●	●	●	●	Ensure all requests for submissions to SSDA applications are delivered by the deadline	100% compliance with SSD submission deadlines
Conduct continual review of policies and processes to ensure DAs are assessed and determined in accordance with best practice guidelines	Program		●	●	●	●	Average assessment days for DAs	Average DA assessment timeframe of 85 days or less

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Progress the Villages and Centres strategy		Milestones achieved for the strategy	All scheduled milestones achieved by 30 June 2027	Manager, Planning & Place
Ensure the Strathfield Local Environmental Plan (LEP) is updated to ensure currency		Housekeeping amendments undertaken	Amendments completed and gazetted by 30 June 2027	Manager, Planning & Place
Provision of heritage advice in response to heritage listed properties and heritage conversation areas (HCAs)		Number of DAs with heritage advice provided	Heritage advice provided for 100% of applicable DAs	Manager, Planning & Place
Review the planning framework within the Homebush TOD precinct		Planning framework is reviewed and implementation commenced	Review is initiated and progressed	Manager, Planning & Place
Progress Strathfield Town Centre Master Plan		Masterplan is completed by 30 June 2027	Masterplan is presented to Council by 30 June 2027	Manager, Planning & Place
Review of Strathfield Comprehensive Development Control Plan (DCP) to modernise and bring up to date		Strathfield Comprehensive DCP review is completed	Updated DCP presented to Council by 30 June 2027	Manager, Planning & Place
Prepare and implement the 'Getting Ready for Homebush' Initiative		Identifying a program of priorities to support the delivery of the Homebush TOD precinct	Council to receive program of priority actions by 30 June 2027	Manager, Planning & Place
Implementation of the recommendations from the Medium Density Housing Strategy and gazettal of associated planning proposal		Planning proposal is gazetted	Planning proposal successfully gazetted by December 2026, finalisation subject to NSW Government timeframes	Manager, Planning & Place
Advocate for provision of affordable housing		Number of Affordable Housing units dedicated to Council Number of Affordable Housing units delivered by Developer led developments	Affordable housing units secured through development outcomes	Manager, Planning & Place
Develop an Affordable Housing Strategy for the Strathfield LGA		Affordable Housing Strategy is prepared	Strategy is presented to Council by 30 June 2027	Manager, Planning & Place
Prepare appropriate studies and review the existing Strathfield Local Infrastructure Contributions Plan to ensure the works schedule is current for future infrastructure requirements and delivery of Council services		Revised Local Infrastructure Contributions Plan is completed	Revised plan is adopted by Council by 30 June 2027	Manager, Planning & Place

Public Domain Management

Public Domain Management delivers and maintains the everyday infrastructure that supports movement, safety and access across the LGA. The service manages roads, footpaths and public assets, oversees traffic and road safety functions, maintains drainage and stormwater systems, and delivers civil works and lighting to ensure public spaces are safe, functional and well-maintained for residents, businesses and visitors.

Sub-services

- Roads, footpaths, bridges and car parks
- Traffic services and road safety
- Stormwater, drainage and floodplain management
- Street lighting and signage
- Civil works and asset data/GIS support

Responsibility

- Manager, Capital Works
- Manager, Engineering
- Manager, Operations

CSP Alignment



Councillor Priority Alignment



Informing Strategies

- Active Travel Plan (Draft)
- Disability Inclusion Action Plan
- Homebush TOD Public Domain Strategy
- Flood Impact & Risk Assessment and Stormwater Management Strategy
- PAMP and LATM Study (Draft)
- Powell Creek Flood Risk Management Study and Plan (Draft)
- Public Domain Manual

Budget

The key activities and annual actions scheduled for delivery in FY2026-2027 for this service will be financed through the Capital Works, Engineering, and Operations section budget(s) as part of the 2026-2027 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Deliver scheduled asset renewal and capital works program	Program		●	●	●	●	Percentage of infrastructure and asset renewal projects completed on time	>90%
Deliver a shared path program under the Parramatta Road Urban Amenity Improvement Program (PRUAIP) grant to improve active transport connectivity	Project		●	●			Shared Path Stages 1-5 delivered in accordance with PRUAIP funding agreement timeframes and budget	90% delivered to project milestones
Deliver pedestrian access and mobility plans to enhance accessibility	Project		●	●	●	●	Completion of the access and mobility plans	100% complete
Deliver local area traffic management plan for improvement and integration of transport options	Project		●	●	●	●	Completion of traffic management plans	100% complete
Deliver a coordinated approach to managing Council's assets and infrastructure, including flood risk and floodplain management	Program		●	●	●	●	Percentage of priority asset management system improvements and flood risk management studies delivered in line with the Delivery Program	90% completion
							Manage flood risk with appropriate strategies	
Advocate for State/Federal funding for delivery of key infrastructure	Program		●	●	●	●	Number of advocacy submissions lodged for key infrastructure projects	90% response to State/ Federal initiatives
Maintain cleanliness and amenity of streets and public domains	Program		●	●	●	●	Percentage of streets and public domains maintained to service standards	90%
							Residential streets are swept on a three-week cycle	
							Main streets are swept daily	

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Deliver the annual Capital Works program		Program is delivered in accordance with the adopted budget	90% delivered within timeframes and Q3 revised budget	Manager, Capital Works
Deliver PRUAIP shared path works in line with scheduled stages for the financial year		Scheduled stages for the year delivered or progressed as planned	Program is completed by end of reporting period	Manager, Capital Works
Conduct review of previous pedestrian access and mobility plans, to consult and develop new recommendations for implementations		Identify and recommend infrastructure works that have low connectivity as part of Capital Works Program	Completion of pedestrian access and mobility plans (PAMP)	Manager, Engineering
Continue to develop and review Council's flood risk management studies including completion of the Powells Creek floodplain management study		Report progress of studies	Studies completed and reported to Council by 30 June 2027	Manager, Engineering
Coordinate the prompt removal and management of graffiti, vandalism, and illegal dumping across public spaces		Graffiti, vandalism and illegal dumping responded to within agreed service timeframes	24-48 hours	Manager, Operations
Deliver comprehensive cleansing and maintenance services across public domains, with a focus on town centres and high-use areas		Main streets are swept daily	90%	Manager, Operations
Operate a street sweeping program		Residential streets are swept on a three-week cycle	90%	Manager, Operations

Waste Management

Waste Management provides reliable and responsible waste and recycling services to keep the community clean, safe and healthy. The service manages household and business waste, supports recycling and resource recovery, and works with the community to reduce contamination and improve waste practices through education, monitoring and compliance activities.

- Sub-services**
- ▶ Domestic and non-domestic waste services
 - ▶ Recycling and resource recovery
 - ▶ Waste education and compliance
 - ▶ Bin audits and contamination programs

- Responsibility**
- ▶ Manager, Operations
 - ▶ Manager, Resilience, Compliance & Commercial

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- ▶ Climate Mitigation & Adaptation Strategy
 - ▶ Waste Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Operations section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation

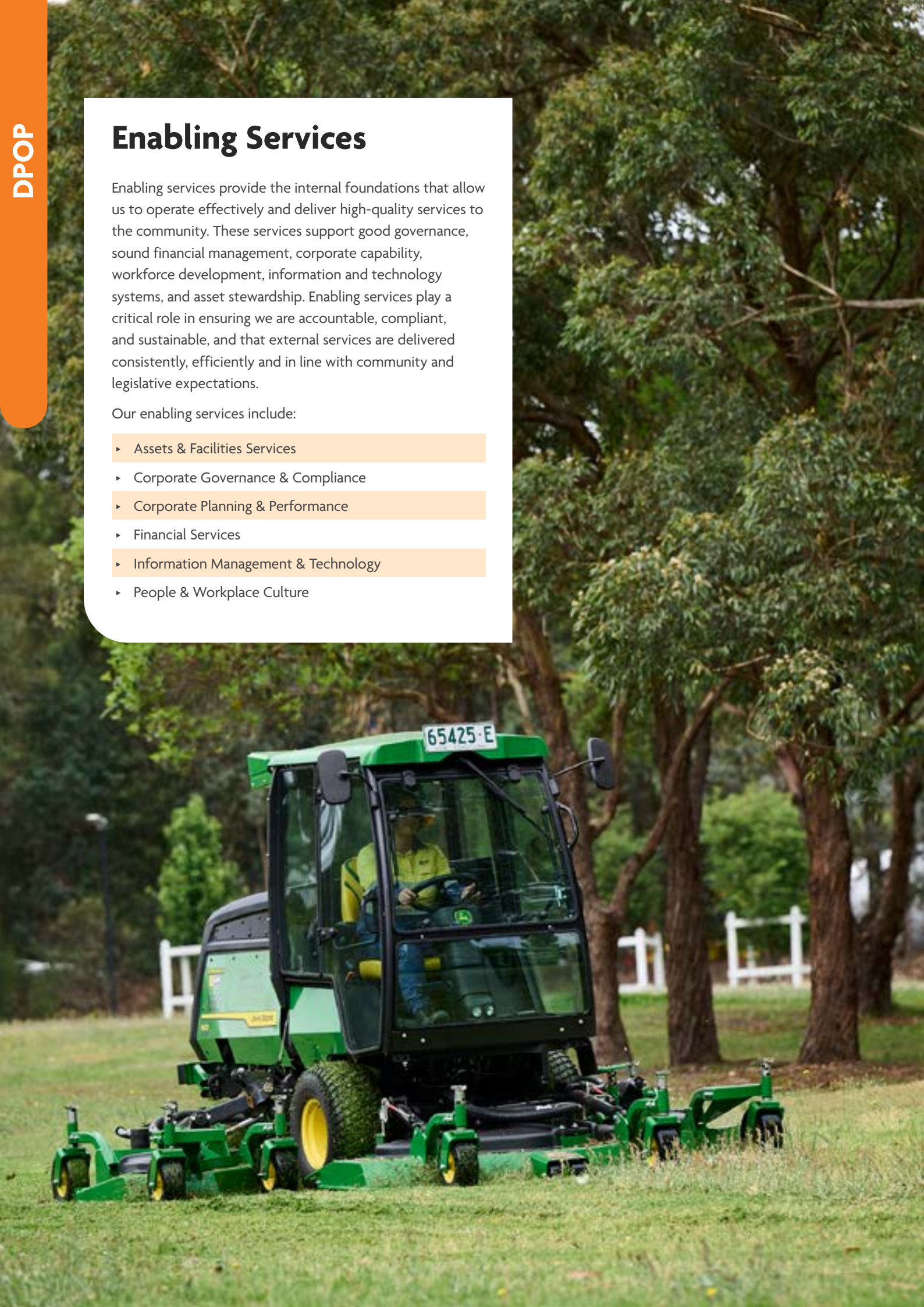


Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Implement and maintain waste management strategies	Program		●	●	●	●	All presented bins are collected as per the waste schedule	98%

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Provide scheduled kerbside waste services, including general waste, green waste, and recycling collections, and manage on-call waste services as required		All presented bins are collected as per the waste schedule	98%	Manager, Operations
Develop and deliver Council's Waste Education program aimed at embedding circular economy practices and reducing litter and illegal dumping		Provide new community recycling options for residents	At least one option available by 30 June 2027	Manager, Resilience, Compliance & Commercial
Deliver the action plan of the Waste Strategy 'Towards a Circular Economy'		Number of action plan items implemented	Minimum of three actions implemented	Manager, Resilience, Compliance & Commercial
Install public place recycling infrastructure and implement an education campaign to reduce bin contamination as part of a trial with the Environment Protection Authority (EPA)		Number of public place recycling units installed	Install 100% of planned public place recycling infrastructure at agreed trial locations by 30 June 2027	Manager, Resilience, Compliance & Commercial
Manage incidents of illegal dumping		Reduce overall number of illegal dumping incidents	Deliver at least one community engagement aimed at reducing illegal dumping once a quarter	Manager, Resilience, Compliance & Commercial



Enabling Services

Enabling services provide the internal foundations that allow us to operate effectively and deliver high-quality services to the community. These services support good governance, sound financial management, corporate capability, workforce development, information and technology systems, and asset stewardship. Enabling services play a critical role in ensuring we are accountable, compliant, and sustainable, and that external services are delivered consistently, efficiently and in line with community and legislative expectations.

Our enabling services include:

- Assets & Facilities Services
- Corporate Governance & Compliance
- Corporate Planning & Performance
- Financial Services
- Information Management & Technology
- People & Workplace Culture

Assets & Facilities Services

Assets & Facilities Services manages and maintains Council’s operational assets to support safe, reliable and efficient service delivery across the organisation. The service is responsible for the upkeep of buildings and facilities, the management of fleet and plant, depot operations and logistics, and coordinating property maintenance requests to ensure Council assets are well-maintained, compliant and fit for purpose.

- Sub-services**
- Facility and building maintenance
 - Fleet and plant lifecycle management
 - Depot operations and logistics
 - Property maintenance request coordination

- Responsibility**
- Manager, Engineering
 - Manager, Operations

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Asset Management Strategy and Plan
 - Land and Property Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Engineering, and Operations section budget(s) as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Progress the Town Hall precinct revitalisation project	Project						Project is progressed and delivered as per established milestones and deadlines	Delivery aligned with approved milestones

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Improve and elevate Asset Management System, processes and procedures		Improve asset maturity assessment (Benchmark score)	Positive movement towards Maturity Level D score against external independent Asset Management Maturity Assessment	Manager, Engineering
Deliver masterplan and design of Council land and property to incorporate the findings from the action plan		Progress each of the 11 priority actions	Recommendations from land and property strategy presented to Council with an implementation plan by 30 June 2027	Manager, Engineering
Conduct an annual review of Council's property leases and licenses		Number of leases and licenses active	95% current Licences	Manager, Engineering
		Maintain or increase income generated from each lease and licenses		

Governance & Compliance

Governance & Compliance ensures Council operates in a transparent, ethical and accountable manner and meets its legislative and regulatory obligations. The service supports Councillors and Council decision-making, oversees governance and compliance frameworks, manages risk and procurement processes, and maintains public records and registers to uphold trust, good governance and organisational integrity.

- Sub-services**
- Council and Councillor support
 - Governance, policy and compliance
 - GIPA requests
 - Procurement and probity
 - Elections and public registers

- Responsibility**
- Manager, Governance & Procurement

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- Community Engagement Strategy
 - Equal Employment Opportunity Plan

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Governance & Procurement, People Experience, and the Digital, Information & Customer section budget(s) as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Implement and maintain governance, and audit frameworks to enable the organisation to deliver high levels of assurance and compliance	Program		●	●	●	●	All policies are in place and are contemporary Governance framework is in place	75%
Implement and maintain procurement framework to enable the organisation to deliver best value for the community from procurement	Program		●	●	●	●	Procurement framework is in place Ratio of failed contracts vs overall contracts	Framework in place <5%
Provide support for the governance of Council meetings, Committees and Councillor related policy	Program		●	●	●	●	Agendas, minutes and video recordings published within 1 week of the relevant meeting	100%
Provide governance oversight to ensure Council meets its statutory, integrity and transparency obligations	Program		●	●	●	●	Any significant breaches or adverse findings related to governance, integrity or information obligations result in corrective action to address the matter	100%

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Provide support and administer Council and Committee meetings. Prepare and publish minutes within legislated timeframes		Business papers published on time	100% of business papers published within legislated timeframes	Manager, Governance & Procurement
Monitor the response to Council resolutions across organisation to ensure timely implementation		Percentage of Council resolutions responded to within initial timeframes	90%	Manager, Governance & Procurement
Monitor Councillor support and the timely responses to requests		Number of Councillor iConcierge requests responded to <10 days	100%	Manager, Governance & Procurement
Facilitate the effective operation of the Audit, Risk, and Improvement Committee		Schedule and deliver quarterly Audit, Risk, and Improvement Committee meetings	ARIC meetings delivered	Manager, Governance & Procurement
Monitor and manage Council's complaints and compliments management processes in accordance with policy requirements		Percentage of complaints finalised in line with Council's policy requirements	>95%	Manager, Governance & Procurement
Provide access to information (GIPAA) formal and informal requests within timeframes		Percentage of formal & informal applications determined within timeframe/service standard	90%	Manager, Governance & Procurement
Manage Council's Privacy Management Plan and Public Interest Disclosures		Number of Privacy breaches	0	Manager, Governance & Procurement
Manage Council's fraud and corruption prevention framework		All actions from confirmed fraud and corruption incidents are planned to be implemented	One session delivered through the framework to reduce number of incidences and managed where required	Manager, Governance & Procurement

Corporate Planning & Performance

Corporate Planning & Performance coordinates Council’s long-term planning, reporting and performance improvement to ensure services are delivered in line with community priorities and legislative requirements. The service leads Integrated Planning and Reporting, monitors organisational performance, supports continuous improvement through service reviews, and manages grants and corporate data to inform decision-making and accountability across the organisation.

- Sub-services**
- ▶ Integrated Planning & Reporting (IP&R)
 - ▶ Service reviews and performance improvement
 - ▶ Grants’ coordination and reporting
 - ▶ Corporate data and analytics

- Responsibility**
- ▶ Manager, People Experience

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- ▶ Community Strategic Plan (Strathfield 2040)
 - ▶ Delivery Program & Operational Plan
 - ▶ Resourcing Strategy

Budget

The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the People Experience section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Provide opportunities for community input on Council's decision-making process	Program		●	●	●	●	Council's IP&R documents incorporate community feedback and submissions	Community engagement outcomes are reflected in IP&R planning and reporting
Implement and monitor the Integrated Planning and Reporting (IP&R) Framework within Council	Program		●	●	●	●	IP&R documents are adopted by Council by statutory deadlines	Compliance with the NSW IP&R requirements is maintained across reporting period
Implement a continuous improvement program to enhance Council services	Program		●	●	●	●	Implement and maintain a continuous business improvement program	Minimum of two service improvement initiatives identified and progressed each year
Coordinate and report on Council Satisfaction Survey	Project		●		●		Survey is delivered, with results analysed and reported to Council and the community	Final survey results are reported to Council within three months of completion

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Deliver a suite of IP&R strategies and reports under the IP&R Framework: 2027/28 Operational Plan 2025/26 Annual Report - Six monthly Progress Reports		Plans and strategies are adopted by Council by statutory deadlines	No instances of non-compliance recorded for submission deadlines	Manager, People Experience
Deliver two service reviews of Council Services: - Customer Service - City Presentation		Service Reviews are completed by 30 June 2027	Implementation plans for endorsed recommendations is developed	Manager, People Experience
Implement a grant management policy to enhance Council's capabilities in seeking for external grant funding opportunities		Grant management policy is implemented	Improved coordination and consistency in grant identification, and acquittals	Manager, People Experience

Financial Services

Financial Services ensures Council's finances are planned, managed and reported in a responsible and transparent way to support sustainable service delivery. The service manages budgets and long-term financial planning, oversees financial systems, rates collection, reporting and audits, and administers fees, charges, treasury and transactions to maintain financial integrity and support informed decision-making.

- Sub-services**
- Budgeting and financial planning
 - Treasury, loans and assets (financial)
 - Collection of rates
 - Fees and charges
 - Financial reporting and audits
 - Financial systems and transactions

Responsibility ▸ Chief Financial Officer

CSP Alignment 

Councillor Priority Alignment 

- Informing Strategies**
- Long-Term Financial Plan (part of Resourcing Strategy)
 - Land and Property Strategy

Budget The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Finance section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
-  Long-Term Financial Sustainability
-  Organisational Capability & Workforce Planning
-  Transport, Movement & Public Domain
-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Monitor financial performance and deliver long-term sustainability	Program						Percentage of unrestricted funds balance	= 1%
							Deliver a surplus in income statement	= 5%

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Prepare annual and issue quarterly reminder rate notifications within statutory timeframes		Issue rates notices and reminders within statutory timeframe	No compliance breaches within reporting period	Chief Financial Officer
Effectively manage Council's annual rates and sundry debtors		Percentage of overdue rates	<5%	Chief Financial Officer
		Percentage of overdue sundry debtors	<10%	
Deliver the annual budget and the Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy		Council adoption of the annual budget and LTFP by 30 Jun 2027	Financial plans support long-term financial sustainability	Chief Financial Officer
Prepare and report on Quarterly Budget Reviews by statutory deadlines		Quarterly Budget reviews adopted by Councils by 31 November; 28 February; 31 May 2027	Timely identification and reporting of budget variances and Council's financial performance through the Quarterly Budget Review Statement (QBRs) process	Chief Financial Officer
Prepare and report on Council's monthly Investment Reports		Ensure the timely delivery of monthly investment reports to Council while proactively managing and maximising investment portfolio returns in accordance with Council's Investment Policy and legislative requirements.	Council investments comply with policy and risk settings	Chief Financial Officer
Deliver the annual Audited Financial statements and other relevant statutory reports by statutory deadlines		Submission of the Audited Financial Statements by 31 October 2027	Achieve an unqualified audit opinion on Council's financial statements by ensuring full compliance with applicable accounting standards, legislative requirements, and robust internal controls, with no material misstatements identified by the NSW Audit Office	Chief Financial Officer
Deliver the 2026-2027 SRV reporting as part of the Annual Report		Disclosure statement requirements of SRV reporting meets iPART requirements	SRV impacts are clearly and transparently disclosed	Chief Financial Officer

Information Management & Technology

Information Management & Technology supports Council's day-to-day operations and service delivery by providing reliable, secure and well-governed digital and information systems. The service ensures information is accurate, accessible and protected, enabling staff to work effectively and the community to interact with Council through dependable technology and trusted data.

- Sub-services**
- ▶ ICT infrastructure and cybersecurity
 - ▶ Records and information management
 - ▶ Spatial (GIS) services
 - ▶ Systems support and applications
 - ▶ CCTV and data governance

Responsibility ▶ Manager, Digital, Information & Customer

CSP Alignment



Councillor Priority Alignment



- Informing Strategies**
- ▶ ICT Strategy
 - ▶ Information Management Framework

Budget The key activities and annual actions scheduled for delivery in FY2026/27 for this service will be financed through the Digital, Information & Customer section budget as part of the 2026/27 Annual Budget adopted by Council.

CSP Alignment

- 

Connectivity
- 

Community Wellbeing
- 

Celebrating Culture and Place
- 

Liveable Neighbourhoods
- 

Responsible Leadership
- 

Future Growth

Councillor Priorities

- 

Customer Service Excellence
- 

Community Engagement
- 

Environment & Public Domain
- 

Events
- 

Infrastructure Renewal
- 

Long-Term Financial Sustainability
- 

Organisational Capability & Workforce Planning
- 

Transport, Movement & Public Domain
- 

Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025 26	2026 27	2027 28	2028 29	Performance Measure	Target
Maintain and improve secure digital access to Council information and online services	Program		●	●	●	●	Percentage of IT systems uptime and percentage of service requests resolved within acceptable timeframe	99%
Maintain compliant and effective records management systems and practices	Program		●	●	●	●	Percentage of records management activities compliant with State Records NSW requirements	>90%

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Manage and maintain Council's public-facing systems, including customer request management, e-services, and parking permits		Uptime of services	>98%	Manager, Digital, Information & Customer
Deliver on Council's Information and Communications Technology (ICT) Strategy Action Plan actions		Number of actions implemented	Five action items implemented by 30 June 2027	Manager, Digital, Information & Customer
Prepare for the replacement of Council's Enterprise Resourcing Planning System		ERP replacement project milestones achieved	ERP replacement project commenced, including completion of tender process and vendor selection, and transition to implementation phase by 30 June 2027	Manager, Digital, Information & Customer
Implement record keeping practices to ensure compliance with legislative requirements		Annual Records Management Assessment Tool (RMAT) Assessment Result	>2.50 score	Manager, Digital, Information & Customer
		Percentage of documents registered within 5 days of receipt	100%	
Progress Information Management Framework Action Plan		Project progressed with updated Framework and related policy, training delivered for relevant staff, followed by an updated to the Content Manager and InfoCouncil systems	Project completed by 30 June 2027	Manager, Digital, Information & Customer

People & Workplace Culture

People & Workplace Culture supports our workforce by ensuring staff are recruited, developed and supported in a safe, fair and respectful workplace. The service focuses on building organisational capability through workforce planning, training and leadership development, managing payroll and industrial relations, supporting staff wellbeing, and strengthening performance to enable high-quality service delivery to the community.

- Sub-services
- ▶ Workforce planning and recruitment
 - ▶ Training, leadership and capability
 - ▶ WHS and staff wellbeing
 - ▶ Payroll and industrial relations
 - ▶ Performance management
 - ▶ Risk Management and Insurance program

- Responsibility
- ▶ Manager, People Experience

CSP Alignment



Councillor Priority Alignment



- Informing Strategies
- ▶ Equal Employment Opportunity Plan
 - ▶ Workforce Management Strategy (part of Resourcing Strategy)

Budget

The key activities and annual actions scheduled for delivery in FY2026-2027 for this service will be financed through the People Experience section budget as part of the 2026-2027 Annual Budget adopted by Council.

CSP Alignment

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

Councillor Priorities

-  Customer Service Excellence
-  Community Engagement
-  Environment & Public Domain
-  Events
-  Infrastructure Renewal
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-  Urban Planning, Housing & Place Activation



Key Activities

Principal Activity	Program / Project	Key Theme	2025/26	2026/27	2027/28	2028/29	Performance Measure	Target
Build leadership capacity of staff for effective advocacy and decision making	Program		●	●	●	●	Staff participation rate in leadership capacity building opportunities	70% participation rate
Develop workforce strategies that enhance organisational culture and capabilities	Program		●	●	●	●	Implementation of the Workforce Management Plan Goals	80% completion rate
Deliver the Employee Survey Bi-Annually	Project			●		●	Employee survey delivered with Action plans developed in response to key survey findings	80% participation rate
Implement Council's Enterprise-Wide Risk Management Program to effectively manage and minimise Council's risk exposure	Program		●	●	●	●	Ratio of insurance payouts vs claims	Downward trend
Prepare and implement Work, Health and Safety (WHS) programs to create a safe work culture	Program		●	●	●	●	Ratio of incident notifications vs loss time	Downward trend

Annual Actions

Operational Plan Action	Key Theme	Performance Measure	Target	Responsibility
Deliver continuous reporting on workforce data to ensure accuracy and relevancy of data with employment trends		Report provides an update on the number of staff employed, number of vacancies, and the number of turnovers	Four reports per year	Manager, People Experience
Progress with the implementation of the Employee Survey Action Plan		Provide quarterly updates on progress of implementation	Four updates per year	Manager, People Experience
Hold meetings of the Joint Consultative Committee (JCC) on a regular basis and notify agendas and minutes in a timely manner		Number of JCC meetings held	Three meetings per year	Manager, People Experience
Hold meetings of the Workplace Health & Safety (WHS) Committee on a regular basis and notify agendas and minutes in a timely manner		Number of WHS Committee meetings held	Three meetings per year	Manager, People Experience
Review, monitor and update Council's insurance program		Insurance policies are reviewed annually and are current	Four reports per year	Manager, People Experience
		Report provides an update on number of claims and types of claims		

Our Finances



2026/27 Budget Snapshot



Total Operating Revenue
\$29 Million



Total Land Value
\$3 Billion
+14% since last valuation



Capital Works Program
\$44 Million



Net Operating Surplus
\$465k
before capital grants
and contributions



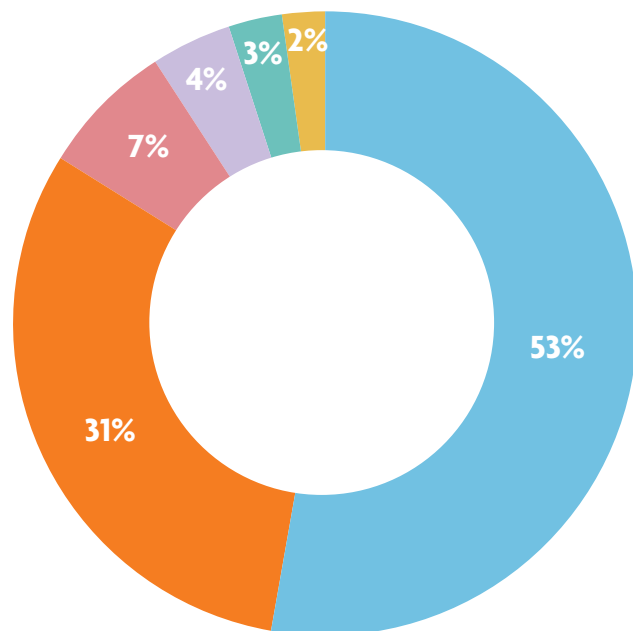
7.5%
Rates Revenue
Increase



3.3%
Minimum Rate Increases
(77% of ratepayers) set at \$1,325

2026/27 Budget Overview

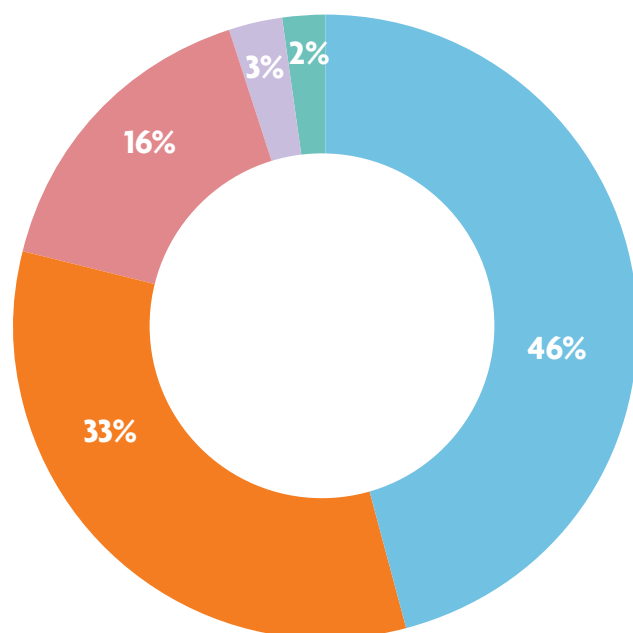
Income



Income (\$'000)

Rates and Annual Charges	53%	52,196
Grants and contributions	31%	30,689
User Fees and Charges	7%	6,591
Other Revenue	4%	3,586
Interest on cash and investments	3%	3,536
Other Income	2%	1,651
Proceeds of sale of assets	0%	600

Expense



Expenses (\$'000)

Employee Benefits and Oncosts	46%	32,208
Materials and Services	33%	22,853
Depreciation and amortisation	16%	10,952
Interest Expense	3%	1,786
Other Expenses	2%	1,619
(Gain) / Loss from Sale of Assets	0%	350

2026/27 Budget

The NSW Government Act 1993 requires Council to adopt an annual budget by 30 June each year as part of its Operational Plan. The annual budget outlines Council's estimated income and expenditure for the year which also includes the capital works program and the schedule of fees and charges for the year. The table below shows Council's 2026/27 Budget.

	Budget 2026/27 (\$'000)	Revised Budget 2025/26 (\$'000)
Income		
Rates and annual charges	52,196	48,362
User fees and charges	6,591	6,712
Other revenue	3,586	4,384
Grants and contributions provided for operating purposes	2,074	2,429
Grants and contributions provided for capital purposes	28,608	7,415
Interest and investment income	3,536	3,370
Other income	1,651	1,405
Internal income	3,076	2,738
Proceeds from sale of assets	600	719
Total income from continuing operations	101,918	77,534
Expenditure		
Employee benefits and on-costs	32,208	29,721
Materials and services	22,853	23,473
Other expenses	1,619	1,444
Borrowing costs	1,786	806
Written down value of assets sold/disposed	350	1,234
Internal expense	3,076	2,738
Total expenditure from continuing operations	61,891	59,418
Operating result from continuing operations excluding depreciation and amortisation	40,026	18,117
Depreciation and amortisation	10,952	10,700
Operating result from continuing operations	29,074	7,417
Net operating result before capital grants and contributions – Surplus/ (Deficit)	465	2

	Budget 2026/27 (\$'000)	Revised Budget 2025/26 (\$'000)
Cash Funding Statement		
(A) Operating result from continuing operations	29,074	7,417
Movements in Capital, Reserves & Borrowings		
Capital expenditure	(44,256)	(29,227)
Net reserve movements – (to) / from	(6,677)	3,584
Movement in borrowings	10,577	6,315
(B) Total movements in capital, reserves & borrowings	(40,356)	(19,328)
Net result (A+B)	(11,282)	(11,911)
Add: Non-Cash items		
Depreciation and amortization	10,952	10,700
Written down value of assets sold/ disposed	350	1,234
Cash Budget Result	20	23

2026/27 Capital Works Program

Council's annual capital works program is critical in delivering and renewing infrastructure to meet current and future community needs, ensuring assets remain safe, functional, and fit for purpose. The program is informed by Council's Asset Management Plans and strategies, while also reflecting Councillor priorities and community expectations, ensuring that investment decisions are aligned with service levels, lifecycle requirements, and long-term financial sustainability objectives.

No	Program	Amount (\$'000)
Parks, open space & recreation		
1	20A Parramatta Rd	\$24,326
2	20A Parramatta Road - Embellishment (inc. playground)	
3	20A Parramatta Road - Footbridge	
4	20A Parramatta Road - Lighting	
5	Bay to Bay Active Recreation	
6	Mason Park - Flood Gates (Grant funded)	
7	Parks, Open Space & Recreation - Renewal Program	
8	Playground renewal	
9	Solar Lighting Along Cooks River	
10	WSIG - Airey Park	
11	WSIG - Begnell Reserve	
12	WSIG - Hudson Park	
13	WSIG – Cooke Park Skate Park	
14	Hudson Park Footpaths	
15	Barks Huts – Irrigation and Drainage	
Roads, footpaths, kerb & gutters and bridges		
16	Bridge Renewal Program	\$9,286
17	Bus Stops DDA Compliance	
18	Footpath Renewal Program	
19	Kerb & Gutter Renewal Program	
20	LATM Priority Projects (& PAMP)	
21	Linemarking renewal	
22	Pedestrian Crossing Lighting Renewal	
23	RMS Block Grant	
24	Road Renewal - Resheeting Program	
25	Roads to Recovery Annual Allocation	
26	Traffic Facilities Renewal	
27	Traffic Management / LATM	
28	PRUAIP – New Pedestrian/Cycleway bridge crossing over Powells Creek	
29	Prentice Lane – Kerb & Gutter	

No	Program	Amount (\$'000)
Other capital projects		
30	Active Transport Grant & Parramatta Rd artwork	\$3,208
31	AI Asset Renewal Cameras	
32	CCTV Network Remediation	
33	Decorative Banners	
34	Madeline St	
35	Asset Management Improvement Project	
36	Transport asset revaluation	
Plant, equipment & fleet		
37	Compactor Trucks (Domestic Waste)	\$1,875
38	Medium Operational Vehicles (Trucks and Utes)	
39	Community Bus	
Buildings and other structures		
40	Building Compliance Program	\$1,890
41	Building Renewal Program	
42	Land and Property Strategy	
43	Demolition works for Pomeroy Bowling Club	
44	Library AC Works	
45	Albert Street Carpark Renewal	
Town centres and street scapes		
46	New Street Tree Plantings	\$1,774
47	Parramatta Road Streetscape Works (trees and landscaping)	
48	School competition tree plantings	
49	Community Infrastructure Design	
50	Villages Renewal - Per Villages Program	
51	Park & Childcare Centre Tree Audit	
Stormwater		
53	Stormwater - CCTV Surveillance Program	\$1,797
53	Stormwater Renewal Program	
54	Ford Park Stormwater Capital Works	
Library books		
55	Library books	\$100
Total		\$44,256

It is critical that identified capital works under Council's Asset Management Plans are supported by secure and sustainable funding sources to ensure timely delivery, avoid asset deterioration, and maintain service levels to the community. Accordingly, the following funding sources have been identified to support the 2026/27 Capital Works Program.

Funding Source	Amount (\$'000)
Grant Funding	\$22,878
Loan Funding	\$13,762
Developer Contributions	\$4,202
Plant & Fleet Reserve	\$1,250
General Funds	\$1,115
Domestic Waste Reserve	\$550
Carryover Reserve	\$224
Stormwater Management Reserve	\$200
Strategic Priorities	\$75
Total	\$44,256

Statement of Revenue Policy

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 rates for the 2026/27 financial year is capped in accordance with the Special Variation (SV) instrument issued by the Independent Pricing and Regulatory Tribunal (IPART) as shown in the table below.

	2023/24	2024/25	2025/26	2026/27
Rate Peg	3.7%	5.0%	6.9%	3.3%
Additional Rate	31.4%	9.11%	10.6%	4.2%
Approved SV	35.1%	14.11*%	17.5%	7.5%

**Includes an additional 1.1% for Crown Land Adjustments application made in 2024.*

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 the following categories:

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

2026/27 Rating Structure

Rating Category	Residential			Business		
Sub-Category	Ordinary	General	Strathfield CBD	Strathfield North	Strathfield South	Total
No. of assessments	17,225	382	85	562	451	18,705
Ad-valorem (cents)	0.00061781	0.00326521	0.00398380	0.00355246	0.00331364	N/A
Minimum rate (\$)	\$1,325.00	\$1,325.00	\$1,325.00	\$1,325.00	\$1,325.00	N/A
No. on minimums	13,207	128	65	373	99	13,872
Land values as at 1 July 2026	19,906,079,018	804,910,565	177,769,160	826,222,456	2,006,849,300	23,721,830,499
Land values on minimums	5,769,359,018	21,822,858	13,468,640	52,791,017	27,950,430	5,885,391,963
Rates from minimums	\$17,499,275	\$169,600	\$86,125	\$494,225	\$131,175	\$18,380,400
Rates from ad-valorem	\$8,733,807	\$2,556,946	\$654,540	\$2,747,586	\$6,557,358	\$21,250,237
Total rates income	\$26,233,082	\$2,726,546	\$740,665	\$3,241,811	\$6,688,533	\$39,630,637

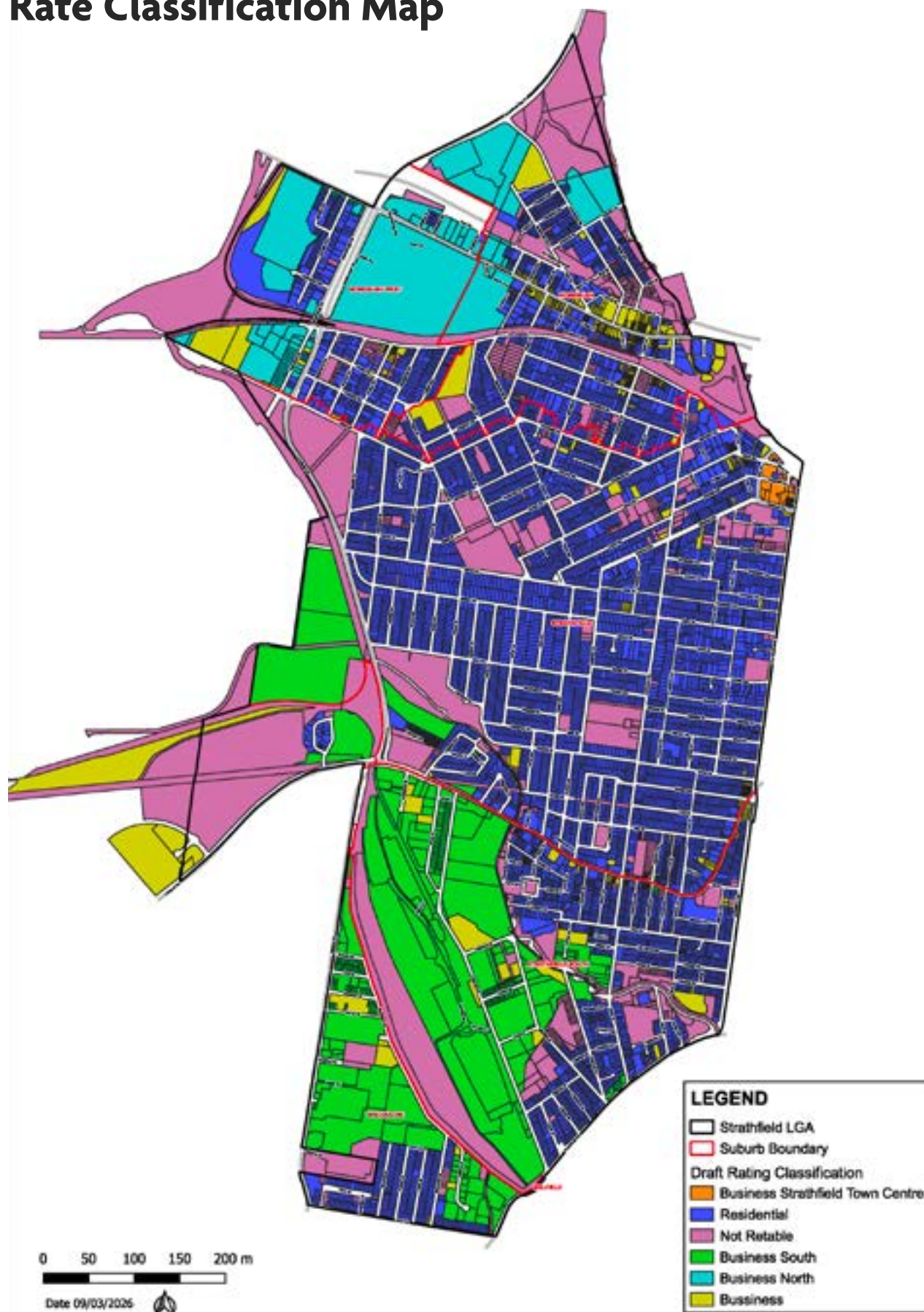
In determining the rates payable, Council applies the ad valorem rate subject to a minimum charge. Where the land value multiplied by the applicable ad valorem rate is less than the minimum rate, the minimum rate will apply. Where the calculated amount exceeds the minimum rate, the higher amount will be charged. This ensures a consistent and equitable approach to rating across all properties.

Land Values

Land values are determined by the NSW Valuer General and are used by Council to calculate ad valorem rates for individual properties each year. A general revaluation of land is typically undertaken every three years. Council has now received the latest valuation data based on land values as at 1 July 2025, with an effective rating date of 1 July 2026.

These valuations will be applied in calculating ordinary rates for the 2026/27 financial year, using the proposed ad valorem rate (rate in the dollar) for each rating category. As a result, changes in land values may affect the rates payable by individual property owners, depending on how their property's valuation has changed relative to others within the Local Government Area.

Rate Classification Map



Rates and charges 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 are exempted from the charge. This policy has continued since it was first resolved.

Rate Instalments

Rates and charges are levied annually in July 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:
 - i. 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.
 - ii. 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.

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 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 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 2026/27:

Service	Amount (\$)
Domestic Waste Management Charge	\$695.00
Domestic Waste Management Charge (pensioners)	\$620.00

The above charge is for the following services:

- ▶ 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.

All other domestic waste related fees can be found in the 2026/27 Fees and Charges Document. The estimated domestic waste income for 2026/27 is projected to be approximately \$12.0m.

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 2026/27.

Classification	Amount	Details
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 stormwater levy is \$0.5m for 2026/27.

Borrowings

Council anticipates that it will borrow up to \$14 million during the financial year to fund asset renewal which forms part of Council's application of the IPART approved Special Rate Variation and addresses the critical need to address the deteriorating state of many Council assets.

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council's business activities. In line with guidelines issued by the Office of Local Government, Council is required to identify and classify these activities based on their scale of operations.

Category 1: Business activities are those with an annual gross operating income exceeding \$2 million. Based on Council's annual financial statements, the following activity meets this threshold and is classified as a Category 1 business:

- Hudson Park Golf Driving Range

Category 2: Business activities are those with an annual gross operating income below \$2 million. Council currently does not have any activities that fall within this category.

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 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, inspecting 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.61I 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. The 2026/27 Fees and Charges Schedule is issued as an attachment to this plan.

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.

Appendix



APPENDIX 1: 2026/27 By Directorate

	2026/27 Budget	General Managers Unit	Corporate & Community	Engineering & Operations	Legal & Civic	Planning & Environment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Full Time Equivalent (incl casuals)	250.17	3.0	63.61	113.56	14.0	56.0
Rates and annual charges	52,196	-	39,704	12,491	-	-
User fees and charges	6,591	-	130	1,974	10	4,477
Other revenue	3,586	-	136	25	-	3,425
Operating grants and contributions	2,074	-	1,465	579	30	-
Capital grants and contributions	28,608	-	-	22,878	-	5,730
Interest on cash and investments	3,536	-	3,536	-	-	-
Other income	1,651	-	-	1,651	-	-
Internal income	3,076	-	2,738	338	-	-
Proceed from sale of assets	600	-	-	600	-	-
Total income	101,918	-	47,709	40,537	40	13,632
Employee benefits and on-costs	32,208	740	10,138	11,768	1,851	7,710
Materials and services	22,853	135	5,947	12,399	2,530	1,842
Depreciation and amortisation	10,952	-	10,952	-	-	-
Other expenses	1,619	6	80	-	-	1,533
Interest expense	1,786	-	1,786	-	-	-
Written down value of assets sold/disposed	350	-	350	-	-	-
Internal expenses	3,076	13	25	2,963	-	75
Total expenses	72,844	894	29,278	27,130	4,381	11,160
Operating result	\$29,074	(\$894)	\$18,431	\$13,406	(\$4,341)	2,472
Net operating result before capital grants and contributions	\$465	(\$894)	\$18,431	(\$9,472)	(\$4,341)	(\$3,258)

APPENDIX 2: 2026/27 By Business Units

	Corporate & Community	Office of the Director	Digital, Information & Customer Services	Finance	Library & Community Services	People Experience
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Full Time Equivalent (incl casuals)	63.61	2.0	18.4	12.0	17.21	14.0
Rates and annual charges	39,704	-	-	39,704	-	-
User fees and charges	130	-	-	120	10	-
Other revenue	136	-	-	-	1	135
Operating grants and contributions	1,465	-	35	1,197	197	35
Capital grants and contributions	-	-	-	-	-	-
Interest on cash and investments	3,536	-	-	3,536	-	-
Other income	-	-	-	-	-	-
Internal income	2,738	-	-	2,738	-	-
Proceed from sale of assets	-	-	-	-	-	-
Total income	47,709	-	35	47,295	208	170
Employee benefits and on-costs	10,138	447	2,155	1,481	1,851	4,203
Materials and services	5,947	197	3,663	561	342	1,184
Depreciation and amortisation	10,952	-	-	10,952	-	-
Other expenses	80	-	-	-	80	-
Interest expense	1,786	-	-	1,786	-	-
Written down value of assets sold/disposed	350	-	-	350	-	-
Internal expenses	25	13	-	-	-	13
Total expenses	29,278	657	5,819	15,131	2,273	5,399
Operating result	\$18,431	(\$657)	(\$5,784)	\$32,165	(\$2,064)	(\$5,229)
Net operating result before capital grants and contributions	\$18,431	(\$657)	(\$5,784)	\$32,165	(\$2,064)	(\$5,229)

	Engineering & Operations	Office of the Director	Capital Works	Engineering	Operations
	\$'000	\$'000	\$'000	\$'000	\$'000
Full Time Equivalent (incl casuals)	113.56	2.0	6.0	15.06	90.5
Rates and annual charges	12,491	-	-	519	11,972
User fees and charges	1,974	-	-	1,596	378
Other revenue	25	-	-	-	25
Operating grants and contributions	579	-	-	424	155
Capital grants and contributions	22,878	-	22,878	-	-
Interest on cash and investments	-	-	-	-	-
Other income	1,651	-	-	1,484	167
Internal income	338	-	-	-	338
Proceed from sale of assets	600	-	-	-	600
Total income	40,537	-	22,878	4,023	13,635
Employee benefits and on-costs	11,768	336	107*	2,105	9,220
Materials and services	12,399	3	-	257	12,139
Depreciation and amortisation	-	-	-	-	-
Other expenses	-	-	-	-	-
Interest expense	-	-	-	-	-
Written down value of assets sold/disposed	-	-	-	-	-
Internal expenses	2,963	13	38	25	2,888
Total expenses	27,130	351	145	2,388	24,247
Operating result	\$13,406	(\$351)	\$22,734	\$1,636	\$10,612
Net operating result before capital grants and contributions	(\$9,472)	(\$351)	(\$145)	\$1,636	\$10,612

* Most Capital Works staff costs are capitalised to capital projects. Accordingly, this budget only reflects the non-capitalised component of those salaries that is charged to operational expenditure.

	Legal & Civic	Office of the Director	Communications & Events	Governance & Procurement
	\$'000	\$'000	\$'000	\$'000
Full Time Equivalent (incl casuals)	14.0	4.0	5.0	5.0
Rates and annual charges	-	-	-	-
User fees and charges	10	-	10	-
Other revenue	-	-	-	-
Operating grants and contributions	30	15	15	-
Capital grants and contributions	-	-	-	-
Interest on cash and investments	-	-	-	-
Other income	-	-	-	-
Internal income	-	-	-	-
Proceed from sale of assets	-	-	-	-
Total income	40	15	25	-
Employee benefits and on-costs	1,851	546	635	670
Materials and services	2,530	768	1,225	536
Depreciation and amortisation	-	-	-	-
Other expenses	-	-	-	-
Interest expense	-	-	-	-
Written down value of assets sold/disposed	-	-	-	-
Internal expenses	-	-	-	-
Total expenses	4,381	1,314	1,860	1,206
Operating result	(\$4,341)	(\$1,299)	(\$1,835)	(\$1,206)
Net operating result before capital grants and contributions	(\$4,341)	(\$1,299)	(\$1,835)	(\$1,206)

	Planning & Environment	Office of the Director	Planning & Place	Resilience, Compliance & Commercial
	\$'000	\$'000	\$'000	\$'000
Full Time Equivalent (incl casuals)	56.0	2.0	18.0	36.0
Rates and annual charges	-	-	-	-
User fees and charges	4,477	-	600	3,877
Other revenue	3,425	-	-	3,425
Operating grants and contributions	-	-	-	-
Capital grants and contributions	5,730	-	5,730	-
Interest on cash and investments	-	-	-	-
Other income	-	-	-	-
Internal income	-	-	-	-
Proceed from sale of assets	-	-	-	-
Total income	13,632	-	6,330	7,302
Employee benefits and on-costs	7,710	435	2,710	4,566
Materials and services	1,842	108	437	1,297
Depreciation and amortisation	-	-	-	-
Other expenses	1,533	-	1,533	-
Interest expense	-	-	-	-
Written down value of assets sold/disposed	-	-	-	-
Internal expenses	75	-	25	50
Total expenses	11,160	543	4,704	5,913
Operating result	\$2,472	(\$543)	\$1,626	\$1,389
Net operating result before capital grants and contributions	(\$3,258)	(\$543)	(\$4,104)	\$1,389

STRATHFIELD MUNICIPAL COUNCIL

DELIVERY PROGRAM 2025-2029 & OPERATIONAL PLAN 2026-2027



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StrathfieldCouncil



StrathfieldMC



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