

STRATHFIELD COUNCIL

COUNCIL MEETING

AGENDA

Tuesday 25 November 2025

6:30pm

Council Chambers

65 Homebush Road, Strathfield



Statement of Ethical Obligations

In accordance with clause 3.23 of the Model Code of Meeting Practice, released by the NSW Office of Local Government, Councillors are reminded of their Oath or Affirmation of Office made under section 233A of the Act and their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Oath or Affirmation of Office

The Oath or Affirmation is taken by each Councillor whereby they swear or declare to undertake the duties of the office of Councillor in the best interests of the people of Strathfield and Strathfield Council and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgment.

Conflicts of Interest

All Councillors must declare and manage any conflicts of interest they may have in matters being considered at Council Meetings in accordance with the Council's Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed will be recorded in the minutes of the meeting at which the declaration was made.

Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with Council's Code of Conduct. Where a Councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the Councillor's audio-visual link to the meeting will be suspended or terminated for the time during which the matter is being considered or discussed by Council, or at any time during which Council is voting on the matter.

Councillors should ensure that they are familiar with Parts 4 and 5 of the Strathfield Council Code of Conduct in relation to their obligations to declare and manage conflicts of interests.

Recording of Council Meetings

Persons in the gallery are advised that under the *Local Government Act 1993* a person may NOT tape record the proceeding of a meeting of a Council or committee without the authority of the Council or committee.

“Tape record” includes a video camera and an electronic device capable of recording speech.

Mobile phones must be turned to silent so as not to disrupt the meeting. Using mobile phones to record the meeting – whether audio or visual – is not permitted.

An audio recording of this meeting will be taken for minute taking purposes as authorised by the *Local Government Act 1993*.

This meeting is live streamed on Council’s website to allow the community to follow Council debates and decisions without the need to attend meetings in person. Members of the public attending or speaking at a meeting agree to have their image, voice and personal information (including name and address) recorded and publicly broadcast. Strathfield Council does not accept liability for any defamatory remarks or inappropriate comments that are made during the course of a meeting. Any part of the meeting that is held in closed session will not be streamed.

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Nil

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MICHAEL MAMO
GENERAL MANAGER

STRATHFIELD COUNCIL

COUNCIL MEETING MINUTES

Tuesday 28 October 2025

6:30pm

Council Chambers

65 Homebush Road, Strathfield



Minutes of the Council Meeting of Strathfield Municipal Council held on 28 October 2025, in the Council Chambers, 65 Homebush Road, Strathfield.

COMMENCING: 6:30pm

PRESENT: Mayor Benjamin Cai
Deputy Mayor Sandy Reddy
Councillor John-Paul Baladi
Councillor Matthew Blackmore
Councillor Karen Pensabene
Councillor Rory Nosworthy
Councillor Esther Kim

STAFF: Michael Mamo, General Manager
Melissa Mallos, Director, Legal and Civic
Nichole Edsall, Acting Director, Corporate and Community
Rita Vella, Acting Director, Planning and Environment
Cathy Edwards-Davis, Director, Engineering and Operations
Waisale Iowane, Chief Financial Officer
Graham Pares, Manager, Governance and Procurement
David Vien, Manager, Digital, Information and Customer
Jack Britton, Manager, Library and Community Services
David McQuade, Senior Governance Officer

1. **MOMENT OF REFLECTION:** The Prayer was read.
2. **RECOGNITION OF TRADITIONAL CUSTODIANS:** The Recognition was read.
3. **APOLOGIES AND APPLICATION FOR LEAVE OF ABSENCE**
Nil.
4. **DISCLOSURES OF INTEREST (NATURE OF INTEREST TO BE DISCLOSED)**

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *EO2 Vehicle Movements and Pedestrian Access at the Crossing in Front of Strathfield Plaza* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Blackmore declared that he works in the Strathfield Town Centre.

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *PE2 Planning Proposal to Amend Strathfield LEP 2012 – Amendment to Schedule 5, Part 2 – Heritage Conservation Areas (HCA)* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Blackmore declared that he knows a number of people within the conservation precincts, however the changes do not affect individual properties of those people.

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Blackmore declared that he served as a Councillor with a former Mayor/Councillor who lives on this street.

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *EO4 Strip of Land, Parramatta Road, Homebush* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Blackmore declared that he is a licensed Real Estate Agent **however the matter doesn't affect him or his business.**

Councillor Nosworthy declared a Non-Pecuniary/Non-Significant conflict of interest for Item *CCS6 Draft Report for Review of Powells Creek Corridor Plan of Management and Public Hearing for Community Land at 20A Parramatta Road* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Nosworthy declared that he lives in close proximity to the area in question.

Councillor Pensabene declared a Non-Pecuniary/Non-Significant conflict of interest for Item *10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Pensabene declared that she served as a Councillor with a former Mayor/Councillor who lives on this street.

Councillor Baladi declared a Non-Pecuniary/Non-Significant conflict of interest for Item *10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Baladi declared that he has a close relationship with a former Mayor/Councillor who lives on this street.

Councillor Baladi declared a Non-Pecuniary/Non-Significant conflict of interest for Item *PE2 Planning Proposal to Amend Strathfield LEP 2012 – Amendment to Schedule 5, Part 2 – Heritage Conservation Areas (HCA)* and managed the conflict of interest by remaining in the meeting during discussion and voting on this

item. Councillor Baladi declared that he has a number of friendships with people who happen to live in the various Heritage Conservation Areas.

Councillor Cai declared a Pecuniary/Significant conflict of interest for Item *PE2 Planning Proposal to Amend Strathfield LEP 2012 – Amendment to Schedule 5, Part 2 – Heritage Conservation Areas (HCA)* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Cai declared that he is a property owner in the Welfare Street block.

5. ACKNOWLEDGEMENTS

5.1 Mayoral and Deputy Mayoral Elections at Ordinary Council Meeting 30 September 2025 – Councillor Matthew Blackmore

I acknowledge questioning the validity of the Mayor and Deputy Mayor elections held at the Council Meeting last month. I vehemently contest that the Mayor and Deputy Mayor elections were carried out according to established procedures and processes until the independent review by an outside organization in relation to irregularities, procedures and processes involved in conducting the Mayor and Deputy Mayor elections at the 30 September Council Meeting has been conducted and finalized with the results printed at **the first available Council Meeting. I don't recognize the legitimacy of the result of the Mayor and Deputy Mayor elections.** The claim that the election was a Matter of Urgency was absurd. The result of the Mayor and Deputy Mayor elections held at the September Council Meeting has been known to everyone for at least 13 months. No vote was taken to confirm the election of Deputy Mayor was a Matter of Urgency.

I take this opportunity to remind everyone that the lodging of a Rescission Motion is very important as it provides Councillors to review, consider and correct any previous decision of Council which were made in error based on incorrect factual piece of information. I strongly reject the reason communicated to me last week for the Rescission Motion in relation to Resolution 320/25 Matter of Urgency, 322/25 Election of Mayor and 324/25 Election of Deputy Mayor being excluded from business papers for the October meeting.

5.2 New Zebra Crossings and Planting Beds at Burlington Road - Councillor John-Paul Baladi

I would like to extend my sincere thanks to Cathy Edwards-Davis and the Engineering and Operations Team for so rapidly and effectively responding to my request for new plant beds and additional zebra crossings along Burlington Road, particularly at the intersection at Rochester Street and Burlington Road. Not only does this work perfectly align with my focus on creating a cleaner and greener Strathfield, it has also made the area significantly safer for pedestrians.

I am genuinely impressed by how thoughtfully and professionally the project has been delivered. Even my

original scribble suggestion on paper could never have captured how fantastic the finished result would look. So thank you to everyone involved for your hard work, especially Cathy Edwards-Davis. The attention to detail and commitment to improving the daily experience of residents and visitors alike. The outcome is a real credit to the team and a wonderful example of what can be achieved when good ideas are backed by skilled execution.

5.3 Australian Asian Women's Association 8th Anniversary - Councillor Rory Nosworthy

I'd like to acknowledge the 8th anniversary of the Australian Asian Women's Association which was celebrated over the weekend. It's an organization that brings together various members of the community to provide information, education and networking to strengthen women in our area and uplift them into the corporate world and various other spheres of work and community support.

6. CONFIRMATION OF MINUTES

326/25

RESOLVED: (Reddy / Baladi)

That the Minutes of the Ordinary Council Meeting held on 30 September 2025, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairperson and General Manager be authorised to sign such Minutes.

For the Motion: Councillors Cai, Reddy, Baladi and Kim

Against the Motion: Councillors Blackmore, Pensabene and Nosworthy

7. MAYORAL MINUTE(S)

7.1 Mayoral Minute 24/25 - Acknowledgement of the Our Backyard River Campaign Objectives (Howard)

327/25

RESOLVED: (Cai)

That Council:

1. Note the Cooks River Alliance was recently awarded *Highly Commended* for its *Our Backyard River* campaign in the 2025 Sydney Awards.

2. Acknowledges the contribution to the Livable Neighbourhoods theme within the Community Strategic Plan of the Our Backyard River campaign objectives, which seeks to reconnect local communities with the Cooks River Catchment — including its tributaries such as Wolli Creek, Cup and Saucer Creek, and the Alexandra Canal — by celebrating the river system as a shared natural and cultural asset.
3. **Actively utilise the campaign's branding, messaging and communications materials in Council's** environmental education, community engagement, and communications programs when referring to the Cooks River Catchment and its tributaries, to ensure consistent messaging and alignment with partner councils, the Cooks River Alliance, and community organisations.
4. **Reaffirm Strathfield Council's ongoing commitment to active participation in and contribution to the** Cooks River Alliance and the Cooks River Masterplan, of which the *Our Backyard River* campaign is a core component, to support coordinated planning, restoration and stewardship across the catchment.
5. Request the General Manager write to the CEO of Sydney Airport Corporation seeking stronger engagement with the Cooks River Alliance, including potential funding for projects impacting the Cooks River.
6. Ask that a report be brought to Council within six months outlining opportunities to integrate the *Our Backyard River* campaign objectives into current and upcoming projects, including:
 - o Waterway rehabilitation and naturalisation works;
 - o Interpretive and educational signage;
 - o Litter prevention and stormwater quality improvement programs;
 - o Citizen science and community stewardship initiatives; and
 - o Public art, storytelling, and cultural interpretation projects celebrating the Cooks River.
 - o Council communications.

For the Motion: Councillors Cai, Reddy, Baladi and Kim

Against the Motion: Councillors Blackmore, Pensabene and Nosworthy

8. ITEMS BY EXCEPTION

8.1 Items by Exception

328/25

RESOLVED: (Reddy / Baladi)

That in accordance with Section 13 of Council's Code of Meeting Practice the items below be dealt with by exception and that they be adopted as recommended by a single Motion:

- 10.5 Ranger Operations and Responsibilities Within the Strathfield LGA - Councillor Esther Kim
- 10.6 Outdoor Dining Area Safety Study - Councillor Esther Kim
- 10.7 Beautifying Industrial Areas in Strathfield Local Government Area - Councillor Matthew Blackmore
- 10.10 Active Transport Plan Review - Councillor John-Paul Baladi
- 10.11 Better Signage for Council's Off-Street Car Parks - Councillor John-Paul Baladi
- 10.15 Consideration of Industrial Lands and Impacts on Adjoining Residents - Councillor John-Paul Baladi
- LC1 Model Code of Conduct Complaints Statistics 2024-2025
- LC3 Current Status of Council Resolutions
- LC4 Tenders Advertised and Awarded September and October 2025
- LC5 Tabling of Annual Disclosures of Pecuniary Interests and Other Matters Return - Clause 4.21
- CCS1 Investment Report - September 2025
- CCS3 Delivery Program 6-Month Progress Report - January to June 2025
- CCS4 Statistics on Calls, Complaints, Queries, Suggestions Received by The Council Service Desk
- CCS6 Draft Report for Review of Powells Creek Corridor Plan of Management and Public Hearing for Community Land at 20A Parramatta Road
- PE1 Strathfield Heritage Awards Program
- PE3 Towards a Circular Economy 2035 Waste Strategy - Public Exhibition Report
- EO1 Review of the Roads Act 1993
- 12.2 Minutes - Local Transport Forum Meeting 21 October 2025
- 12.3 Minutes - Budget Review and Finance Committee Meeting 14 October 2025
- 12.4 Minutes - Councillor Workshop 14 October 2025
- 12.5 Minutes - Councillor Workshop 21 October 2025

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

10.5 Ranger Operations and Responsibilities Within the Strathfield LGA – Councillor Esther Kim

329/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR ESTHER KIM

Moved by: (Reddy / Baladi)

That Council prepare a report to a future Council Meeting that provides the following information:

- The current number of Rangers employed;
- The specific areas/tasks to which they are assigned; and
- The average hours worked and the typical workload (based on tasks) associated with their duties.

RESOLVED BY EXCEPTION

10.6 Outdoor Dining Area Safety Study – Councillor Esther Kim

330/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR ESTHER KIM

Moved by: (Reddy / Baladi)

That Council undertake a safety study of outdoor dining areas within the town centre to:

1. Assess potential risks related to nearby traffic and pedestrian movement; and
2. Recommend measures to improve safety and prevent vehicle-related or sudden accidents.

RESOLVED BY EXCEPTION

10.7 Beautifying Industrial Areas in Strathfield Local Government Area – Councillor Matthew Blackmore

331/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR MATTHEW BLACKMORE

Moved by: (Reddy / Baladi)

That a report be presented to the February 2026 Council Meeting outlining the available planning mechanisms that could be implemented to enhance the public domain associated with new industrial developments.

That the report includes, but not be limited to, an examination of how public domain upgrades linked to new industrial developments can be secured through the development assessment process and implemented by the developer.

RESOLVED BY EXCEPTION

10.10 Active Transport Plan Review – Councillor John-Paul Baladi

332/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR JOHN-PAUL BALADI

Moved by: (Reddy / Baladi)

That Council be presented with the existing Active Transport Plan for reconsideration and adjustment of the long-term plan.

RESOLVED BY EXCEPTION

10.11 Better Signage for Council's Off-Street Car Parks – Councillor John-Paul Baladi

333/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR JOHN-PAUL BALADI

Moved by: (Reddy / Baladi)

That Council investigate improved signage and directional information for the off-street Council car parks at Strathfield South, Homebush and Homebush West to promote greater utilisation of those facilities.

RESOLVED BY EXCEPTION

10.15 Consideration of Industrial Lands and Impacts on Adjoining Residents – Councillor John-Paul Baladi

334/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR JOHN-PAUL BALADI

Moved by: (Reddy / Baladi)

That Council:

1. Write to the Minister for Planning and Public Spaces seeking an update on the progress and delivery timeline of the Industrial Lands Strategy.
2. That following the release of the NSW Government's Industrial Lands Strategy, a report be prepared and presented to Council outlining potential opportunities for the rezoning of industrial land,

including land within the Strathfield South Industrial Precinct that adjoins/abuts residential land.

RESOLVED BY EXCEPTION

LC1 Model Code of Conduct Complaints Statistics 2024-2025

335/25

RESOLVED: (Reddy / Baladi)

That the report be received and noted.

RESOLVED BY EXCEPTION

LC3 Current Status of Council Resolutions

336/25

RESOLVED: (Reddy / Baladi)

That the report on the status of Council Resolutions be noted.

RESOLVED BY EXCEPTION

LC4 Tenders Advertised and Awarded September and October 2025

337/25

RESOLVED: (Reddy / Baladi)

That Council receives and notes the report of tenders advertised and awarded in the months of September and October 2025.

RESOLVED BY EXCEPTION

LC5 Tabling of Annual Disclosures of Pecuniary Interests and Other Matters Return - Clause 4.21

338/25

RESOLVED: (Reddy / Baladi)

That Council receive and note the report concerning tabling of Annual Disclosure of Pecuniary Interests and

Other Matters Returns.

RESOLVED BY EXCEPTION

CCS1 Investment Report - September 2025

339/25

RESOLVED: (Reddy / Baladi)

That the Investment Report by the Responsible Accounting Officer be received and noted.

RESOLVED BY EXCEPTION

CCS3 Delivery Program 6-Month Progress Report - January to June 2025

340/25

RESOLVED: (Reddy / Baladi)

That the Delivery Program 6-Month Progress Report for the January to June 2025 reporting period be noted.

RESOLVED BY EXCEPTION

CCS4 Statistics on Calls, Complaints, Queries, Suggestions Received by The Council Service Desk

341/25

RESOLVED: (Reddy / Baladi)

That the report be received and noted.

RESOLVED BY EXCEPTION

Councillor Nosworthy declared a Non-Pecuniary/Non-Significant conflict of interest for Item *CCS6 Draft Report for Review of Powells Creek Corridor Plan of Management and Public Hearing for Community Land at 20A Parramatta Road* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Nosworthy declared that he lives in close proximity to the area in question.

CCS6 Draft Report for Review of Powells Creek Corridor Plan of Management and Public Hearing for

Community Land at 20A Parramatta Road

342/25

RESOLVED: (Reddy / Baladi)

That:

1. Council endorses the draft Community Facilities Plan of Management to be placed on public exhibition for a minimum 42-day period.
2. A public hearing concerning categorisation of community land at 20A Parramatta Road (Homebush Open Space) be held.
3. A report on community feedback and the public hearing be reported to a subsequent Council Meeting.

RESOLVED BY EXCEPTION

PE1 Strathfield Heritage Awards Program

343/25

RESOLVED: (Reddy / Baladi)

1. That the report be received and noted.
2. That Council endorse the introduction of a Strathfield Heritage Awards Program and approve Option 1 as set out in this report.
3. An allocation of \$4,000 to \$5,000 be considered in the 2026/27 budget process to deliver Option 1 as outlined in the body of the report.

RESOLVED BY EXCEPTION

PE3 Towards a Circular Economy 2035 Waste Strategy - Public Exhibition Report

344/25

RESOLVED: (Reddy / Baladi)

1. That Council receives and notes the report and the community feedback from the *Towards a Circular*

Economy 2035 Waste Strategy - Public Exhibition Report public exhibition period of 28 days.

2. That Council adopt the final Towards a Circular Economy 2035 Waste Strategy.

RESOLVED BY EXCEPTION

EO1 Review of the Roads Act 1993

345/25

RESOLVED: (Reddy / Baladi)

That Council endorses the draft submission attached to the report to be sent to Transport for NSW by 31 October 2025.

RESOLVED BY EXCEPTION

12.2 Minutes - Local Transport Forum Meeting 21 October 2025

346/25

RESOLVED: (Reddy / Baladi)

That the Minutes of the Local Transport Forum Meeting held on 21 October 2025 be noted and the recommendations be adopted.

RESOLVED BY EXCEPTION

12.3 Minutes - Budget Review and Finance Committee Meeting 14 October 2025

347/25

RESOLVED: (Reddy / Baladi)

That the Minutes of the Budget Review and Finance Committee Meeting held on 14 October 2025 be noted and recommendations be adopted.

RESOLVED BY EXCEPTION

12.4 Minutes - Councillors Governance Workshop 14 October 2025

348/25

RESOLVED: (Reddy / Baladi)

That the report be received and noted.

RESOLVED BY EXCEPTION

12.5 Minutes - Councillor Workshop 21 October 2025

349/25

RESOLVED: (Reddy / Baladi)

That the report be received and noted.

RESOLVED BY EXCEPTION

9. PUBLIC FORUM

Ms Rossana Marland on behalf of Advocate the Voice of the Community addressed the meeting. Ms Marland discussed a proposal concept project of The Boulevard, Strathfield Town Centre for local businesses.

Mr Peter Dobrijevic of 34 Abbotsford Road addressed the meeting. Mr Dobrijevic discussed heritage items in the Strathfield Local Government Area.

10. NOTICES OF MOTION

10.1 Reprioritisation of Local Road Works – Councillors Matthew Blackmore, Rory Nosworthy and Karen Pensabene

MOTION: (Pensabene / Blackmore)

We hereby rescind Resolution 292/25 – Item 10.6 Re-Prioritisation of Local Roadworks – Councillor John-Paul Baladi from the Ordinary Council Meeting 30 September 2025:

292/25

RESOLVED: (Baladi / Cai)

1. *Council review the current year's capital works program to determine whether the re-sheeting, line-repainting and development of the following roads has been included in the program:*
 - o *Barker Road between Chalmers Road and Pemberton Road*
 - o *Wallis Avenue between Newton Road and Liverpool Road*
 - o *Homebush Road between The Crescent and Beresford Road*
2. *In the event that the above works are not included in the current capital works program, that the works be prioritised for inclusion in the budget for the capital works program for the financial year 2026/2027.*
3. *Councillors be provided with an update at a workshop prior to the end of the 2025 calendar year outlining the works that are included in the capital works program for the financial year 2025/2026.*

For the Motion: Councillors Cai, Reddy, Baladi and Kim

Against the Motion: Councillors Blackmore, Pensabene and Nosworthy

For the Motion: Councillors Blackmore, Pensabene and Nosworthy

Against the Motion: Councillors Cai, Reddy, Baladi and Kim

The Mayor declared the Rescission Motion **Lost**.

10.2 Mobile Play Van – Councillor Rory Nosworthy

350/25

RESOLVED: (Nosworthy / Pensabene)

1. That Council approaches Burwood Council to collaborate on an expansion on the Mobile Play Van program in the Strathfield Local Government Area. The program runs weekly across parks in Burwood to provide an outdoor playgroup for children aged 0-6 and their families.
2. That a report be presented to a future Council Meeting.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

10.3 Happy to Chat Benches – Councillor Rory Nosworthy

MOTION: (Nosworthy / Pensabene)

1. That Council install signage to a limited number of bench's to identify them as "happy to chat" locations. These benches promote social mixing and send a signal to passersby that someone is open to a conversation with a stranger.
2. That a report be presented to a future Council Meeting prior to installation.

For the Motion: Councillors Pensabene and Nosworthy

Against the Motion: Councillors Blackmore, Cai, Reddy, Baladi and Kim

The Mayor declared that the motion was lost.

10.4 Mason Park Wetland Improvement Project - Progress, Environmental Status and Grant Utilisation – Councillor Esther Kim

351/25

RESOLVED: (Kim / Baladi)

That Council:

1. Prepare and present a detailed report on the Mason Park Wetland Improvement Project, including:
 - Current project stage and key milestones achieved to date;
 - Identified causes of the wetland drying out;
 - Any remedial or planned actions for hydrological and ecological restoration;
 - Budget allocation and expenditure to date of the \$1 million State Government grant;
 - Project timeline and progress towards meeting the August spending deadline;
 - Details of community and stakeholder consultation undertaken; and
 - Anticipated environmental and biodiversity outcomes of the project.
2. Arrange a site inspection and stakeholder briefing session at Mason Park Wetland, inviting Councillors, relevant council officers, environmental specialists, and community representatives to review site conditions and restoration priorities.
3. Provide ongoing progress reports to Council on the Mason Park Wetland Improvement Project until its completion.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

10.8 Project 1 Million – Councillors Matthew Blackmore and John-Paul Baladi

MOVED:

1. That a report be prepared for the March Ordinary Council Meeting in relation to identifying at least 1 million dollars of cost savings within the internal operations of Strathfield Council for the 2026-2027 Budget.

The report to include but not limited to:

- Cancellation of any non-essential purchases, subscriptions, or services that would be considered excessive in a private sector business
 - Reduction of Catering and other Costs associated with staff meetings, training, or road shows etc. which would be considered excessive in a private sector business
 - Cancellation of other items identified by our General Manager, 4 Directors and their teams that would be considered excessive in a private sector business
 - That no cost reduction or cancellation that directly impacts our residents be put as consideration to Councillors eg Library Services, Outdoor Cleansing and Maintenance or Community Services.
2. That if Council Staff cannot identify at least 1 Million Dollars of savings that are agreed by Councillors that Councillors be provided with a line by line itemised 2024-2025 expenditure of every expense of each department at the end of this financial year.

MOTION: (Baladi / Blackmore)

1. That a report be prepared for the March Ordinary Council Meeting in relation to identifying at least 1 million dollars of cost savings within the internal operations of Strathfield Council for the 2026-2027 Budget.

The report to include but not limited to:

- Cancellation of any non-essential purchases, subscriptions, or services that would be considered excessive in a private sector business
- **Reduction of Catering and other Costs associated with Councillors' and staff meetings, training, or road shows etc.** which would be considered excessive in a private sector business
- Cancellation of other items identified by our General Manager, 4 Directors and their teams that would be considered excessive in a private sector business
- That no cost reduction or cancellation that directly impacts our residents be put as consideration to Councillors eg Library Services, Outdoor Cleansing and Maintenance or Community Services.

2. That if Council Staff cannot identify at least 1 Million Dollars of savings that are agreed by Councillors that Councillors be provided with a line by line itemised 2024-2025 expenditure of every expense of each department at the end of this financial year.

352/25

RESOLVED: (Baladi / Blackmore)

1. That a report be prepared for the March Ordinary Council Meeting in relation to identifying at least 1 million dollars of cost savings within the internal operations of Strathfield Council for the 2026-2027 Budget.

The report to include but not limited to:

- Cancellation of any non-essential purchases, subscriptions, or services that would be considered excessive in a private sector business
 - **Reduction of Catering and other Costs associated with Councillors' and staff meetings, training, or road shows etc** which would be considered excessive in a private sector business
 - Cancellation of other items identified by our General Manager, 4 Directors and their teams that would be considered excessive in a private sector business
 - That no cost reduction or cancellation that directly impacts our residents be put as consideration to Councillors eg Library Services, Outdoor Cleansing and Maintenance or Community Services.
2. That if Council Staff cannot identify at least 1 Million Dollars of savings that are agreed by Councillors that Councillors be provided with a line by line itemised 2024-2025 expenditure of every expense of each department at the end of this financial year.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Blackmore declared that he served as a Councillor with a former Mayor/Councillor who lives on this street.

Councillor Pensabene declared a Non-Pecuniary/Non-Significant conflict of interest for Item *10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Pensabene declared that she served as a Councillor with a former Mayor/Councillor who lives on this street.

Councillor Baladi declared a Non-Pecuniary/Non-Significant conflict of interest for Item *10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Baladi declared that he has a close relationship with a former Mayor/Councillor who lives on this street.

Councillors Blackmore and Pensabene left the meeting, the time being 7:44pm.

Councillor Baladi left the meeting, advising that he would change the manner of addressing his conflict of interest by leaving the meeting for the discussion and voting on the matter, the time being 7:45pm.

10.9 Oxford Road Timed Parking – Councillor John-Paul Baladi

MOVED:

That Council request the Local Transport Forum to consider introducing 4-hour (4P) parking on Oxford Road between Homebush Road and the two bus stops outside 17 and 28 Oxford Road, with exceptions for Council staff and local residents (which may be accommodated via extension of an existing resident parking zone or creation of a new zone).

MOTION: (Reddy / Cai)

That Council request the Local Transport Forum to consider introducing 4-hour (4P) parking on Oxford Road between Homebush Road and the two bus stops outside 17 and 28 Oxford Road Monday to Friday 9am – 5pm, with exceptions for local residents (which may be accommodated via extension of an existing resident parking zone or creation of a new zone).

353/25

RESOLVED: (Reddy / Cai)

That Council request the Local Transport Forum to consider introducing 4-hour (4P) parking on Oxford Road between Homebush Road and the two bus stops outside 17 and 28 Oxford Road Monday to Friday 9am – 5pm, with exceptions for local residents (which may be accommodated via extension of an existing resident parking zone or creation of a new zone).

For the Motion: Councillors, Cai, Reddy, Nosworthy and Kim

Against the Motion: Nil

Councillors Baladi, Blackmore and Pensabene returned to the meeting, the time being 7:50pm.

10.12 Opportunities for Community Facilities in the Homebush TOD Precinct – Councillor John-Paul

Baladi

MOVED:

That Council investigate opportunities within the Homebush TOD Precinct to identify sites suitable for the delivery of community facilities.

MOTION: (Baladi / Reddy)

That Council investigate opportunities within the high density residential zones within the Strathfield municipality to identify sites suitable for the delivery of community facilities.

354/25

RESOLVED: (Baladi / Reddy)

That Council investigate opportunities within the high density residential zones within the Strathfield municipality to identify sites suitable for the delivery of community facilities.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

10.13 Council Committee Venues – Councillor John-Paul Baladi

MOVED:

That all Council committees be scheduled to meet outside the Council Chambers, such as in the Homebush Meeting Room or other appropriate spaces, reserving the Council Chambers for official Council meetings only.

MOTION: (Baladi / Reddy)

1. That all Council committees be scheduled to meet outside the Council Chambers, such as in the Homebush Meeting Room or other appropriate spaces, reserving the Council Chambers for official Council meetings only.
2. That a report be presented to a future Council Meeting in the first quarter of 2026.

355/25

RESOLVED: (Baladi / Reddy)

1. That all Council committees be scheduled to meet outside the Council Chambers, such as in the

Homebush Meeting Room or other appropriate spaces, reserving the Council Chambers for official Council meetings only.

2. That a report be presented to a future Council Meeting in the first quarter of 2026.

For the Motion: Councillors Blackmore, Cai, Reddy, Baladi and Kim

Against the Motion: Councillors Pensabene and Nosworthy

10.14 Minor Works Heritage Grant Program - Heritage Conservation Areas – Councillor John-Paul Baladi

356/25

RESOLVED: (Baladi / Blackmore)

That a report be prepared for consideration at a future Council Meeting, examining the feasibility of **establishing a grant program to provide assistance for minor works to “contributory” and “neutral” buildings** within Heritage Conservation Areas.

The report should explore a partial-subsidy model (rather than full funding) and include the following information:

- a. Potential eligible works that could be funded;
- b. Assessment and eligibility criteria;
- c. Budget and funding implications;
- d. Administrative and implementation arrangements; and
- e. Anticipated outcomes and benefits.

For the Motion: Councillors Blackmore, Cai, Reddy and Baladi

Against the Motion: Councillors Pensabene, Nosworthy and Kim

10.16 Tree Poisoning Response and Signage at 65 Abbotsford Road – Councillor John-Paul Baladi

Councillor Nosworthy left the meeting, the time being 8:22pm.

RECOMMENDATION:

That Council:

- a) Investigate the installation of large, permanent metal signage (in a style consistent with street or civic signage) on the nature strip outside 65 Abbotsford Road, with signage visible on both Meredith

Street and Abbotsford Road, to remain in place for a period of ten (10) years from the date of installation (which is to be noted on the sign itself); and

- b) Undertake immediate replanting of fast-growing, tall native trees at the site to replace the poisoned trees and restore the streetscape canopy.

MOTION: (Baladi / Blackmore)

That Council:

- a) Install large, permanent metal signage (in a style consistent with street or civic signage) on the nature strip outside 65 Abbotsford Road, with signage visible on both Meredith Street and Abbotsford Road, to remain in place for a period of ten (10) years from the date of installation (which is to be noted on the sign itself);
- b) Undertake replanting of fast-growing, tall native trees at the discretion of Council staff at the site to replace the poisoned trees and restore the streetscape canopy, the timing of which is advised by Council staff; and
- c) That Council investigate this as a policy to be applied in similar circumstances at the discretion of the Director.

357/25

RESOLVED: (Baladi / Blackmore)

That Council:

- a) Install large, permanent metal signage (in a style consistent with street or civic signage) on the nature strip outside 65 Abbotsford Road, with signage visible on both Meredith Street and Abbotsford Road, to remain in place for a period of ten (10) years from the date of installation (which is to be noted on the sign itself);
- b) Undertake replanting of fast-growing, tall native trees at the discretion of Council staff at the site to replace the poisoned trees and restore the streetscape canopy, the timing of which is advised by Council staff; and
- c) That Council investigate this as a policy to be applied in similar circumstances at the discretion of the Director.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi and Kim

Against the Motion: Nil

Councillor Nosworthy returned to the meeting, the time being 8:24pm.

10.17 Vacant Shop Fronts – Councillor Benjamin Cai

358/25

RESOLVED: (Cai / Reddy)

That Council:

1. Conduct targeted engagement with commercial property owners, local real estate agents and existing shopkeepers to understand the key factors contributing to shopfront vacancies within **Strathfield's town and village centres**.
2. Following the completion of targeted engagement, prepare a detailed report that presents a range of practical options and strategies available to Strathfield Council aimed at addressing and activating vacant shopfronts across the LGA. This report should include an assessment of the feasibility, potential impact, and resource requirements of each option.
3. As a component of the report, undertake an investigation into:
 - Mechanisms, policies, and incentives successfully adopted by other jurisdictions—both within Australia and internationally—that have effectively reduced commercial vacancy rates and revitalised local retail precincts.
 - Opportunities for establishing partnerships with commercial property owners, local businesses, community organisations, and activation specialists to collaboratively develop and implement programs that transform vacant shopfronts into vibrant, activated spaces, in alignment with **Council's *Energising Our Villages*** initiative.
 - Innovative mechanisms and incentives designed to encourage commercial property owners to lease vacant premises, including options for short-term or pop-up activations, flexible lease terms, or reduced rental models aimed at increasing occupancy and stimulating local economic activity.
4. Advocate to the NSW Government for necessary legislative reforms and dedicated funding streams to enable local Councils to effectively implement programs and initiatives focused on reducing retail vacancies.
5. Receive the report at a future Council Meeting for consideration.

For the Motion: Councillors Cai, Reddy, Baladi and Kim
Against the Motion: Councillors Blackmore, Pensabene and Nosworthy

11. REPORTS TO COUNCIL

LC2 Markets in Homebush

RECOMMENDATION:

Pending market operator interest, that Council, subject to necessary funding being able to be identified and approved at the next quarterly budget review:

1. Trial a 4-month market along Rochester Street, Homebush in 2026
2. Waive stallholder fees and cover costs associated with traffic management, infrastructure hire, marketing and Council staffing costs to help establish the market.

MOTION: (Reddy / Baladi)

Pending market operator interest, that Council, subject to necessary funding being able to be identified and approved at the next quarterly budget review:

1. Trial a 4-month market along Rochester Street, Homebush in 2026.
2. Authorise the GM to identify, upon receiving a request from stall holders, to determine any reduction in the approved stallholder fee that is determined as appropriate to provide an incentive for uptake during the trial period.

359/25

RESOLVED: (Reddy / Baladi)

Pending market operator interest, that Council, subject to necessary funding being able to be identified and approved at the next quarterly budget review:

1. Trial a 4-month market along Rochester Street, Homebush in 2026.
2. Authorise the GM to identify, upon receiving a request from stall holders, to determine any reduction in the approved stallholder fee that is determined as appropriate to provide an incentive for uptake during the trial period.

For the Motion: Councillors Blackmore, Cai, Reddy, Baladi, Nosworthy and Kim
Against the Motion: Councillor Pensabene

LC6 2024-2025 ARIC Attestation

RECOMMENDATION:

That Council endorse the 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation.

MOTION: (Reddy / Baladi)

1. That Council endorse the 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation.
2. Council notes that the ARIC have received and accepted the 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation statement with minor amendments, acknowledging the work of staff to achieve the reported outcome.
3. Council endorse that the final 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation be included in the Annual report.

360/25

RESOLVED: (Reddy / Baladi)

1. That Council endorse the 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation.
2. Council notes that the ARIC have received and accepted the 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation statement with minor amendments, acknowledging the work of staff to achieve the reported outcome.
3. Council endorse that the final 2024-2025 Audit Risk and Improvement Committee (ARIC) Attestation be included in the Annual report.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

LC7 Public Exhibition of Draft Code of Meeting Practice

RECOMMENDATION:

1. That the draft Strathfield Code of Meeting Practice be placed on public exhibition for at least 28 days and submissions invited for 42 days
2. That Council approve an Extraordinary meeting to take place on 16 December 2025 to receive a report on the consultation and consider adoption of the Code of Meeting Practice.

3. That Councillors note and endorse the draft Strathfield Code of Meeting Practice including the provision for a Councillor Notice of Motion to be provided by 5:00pm of the Tuesday two (2) weeks prior to the Ordinary meeting of Council.

MOTION: (Blackmore / Reddy)

1. That the draft Strathfield Code of Meeting Practice be placed on public exhibition for at least 28 days and submissions invited for 42 days
2. That Council approve an Extraordinary meeting to take place on 16 December 2025 to receive a report on the consultation and consider adoption of the Code of Meeting Practice.
3. That Councillors note and endorse the draft Strathfield Code of Meeting Practice including the provision for a Councillor Notice of Motion to be provided by 5:00pm of the Tuesday two (2) weeks prior to the Ordinary meeting of Council.
4. That the business papers for Ordinary Council Meeting be provided to Councillors at least 7 days prior to the Ordinary Council Meeting.

361/25

RESOLVED: (Blackmore / Reddy)

1. That the draft Strathfield Code of Meeting Practice be placed on public exhibition for at least 28 days and submissions invited for 42 days
2. That Council approve an Extraordinary meeting to take place on 16 December 2025 to receive a report on the consultation and consider adoption of the Code of Meeting Practice.
3. That Councillors note and endorse the draft Strathfield Code of Meeting Practice including the provision for a Councillor Notice of Motion to be provided by 5:00pm of the Tuesday two (2) weeks prior to the Ordinary meeting of Council.
4. That the business papers for Ordinary Council Meeting be provided to Councillors at least 7 days prior to the Ordinary Council Meeting.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

GMU1 Establish a Panel to Determine the 2026 Citizen and Young Citizen of the Year

RECOMMENDATION:

1. That a panel be established for selecting the local Australia Day award winners which includes the Mayor, two Councillors and the previous year award winners.
2. That Council nominate two Councillors for the 2026 selection panel.
3. That Council invite the previous year award winners to participate on the selection panel.
4. That the Mayor has the casting vote should a majority decision not be achieved in determining the winner for either category.

MOTION: (Pensabene / Baladi)

1. That a panel be established for selecting the local Australia Day award winners which includes the Mayor, Councillor Pensabene, Councillor Reddy and the previous year award winners.
2. That Council invite the previous year award winners to participate on the selection panel.
3. That the Mayor has the casting vote should a majority decision not be achieved in determining the winner for either category.

362/25

RESOLVED: (Pensabene / Baladi)

1. That a panel be established for selecting the local Australia Day award winners which includes the Mayor, Councillor Pensabene, Councillor Reddy and the previous year award winners.
2. That Council invite the previous year award winners to participate on the selection panel.
3. That the Mayor has the casting vote should a majority decision not be achieved in determining the winner for either category.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

CCS2 Draft Annual Financial Statements - 30 June 2025

363/25

RESOLVED: (Reddy / Pensabene)

That Council:

1. Receive and note the draft Annual Financial Statements for the year ended 30 June 2025 which includes the General-Purpose Financial Statements, the Special Purpose Financial Statements and the Special Schedules.
3. **Resolve that the “Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW)” included in the General-Purpose Financial Statements for the year ended 30 June 2025 be signed by the Mayor, Deputy Mayor, General Manager and the Responsible Accounting Officer (Chief Financial Officer).**
4. **Resolve that the “Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Reporting” included in the Special Purpose Financial Statements for the year ended 30 June 2025 be signed by the Mayor, Deputy Mayor, General Manager and the Responsible Accounting Officer (Chief Financial Officer).**
4. Note that the audit of the financial statements is currently being finalised by the Audit Office of New South Wales and that the Auditor’s Report will be presented to the Council meeting scheduled for 25 November 2025.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

Councillor Blackmore left the meeting, the time being 8:50pm.

CCS5 Establishment of a Cultural, Arts and Performance Centre in the Strathfield LGA (Resolution 269/24)

364/25

RESOLVED: (Reddy / Pensabene)

1. That Councillors note the update and approve the proposed approach for the future progression of this resolution.
2. That the report on the Strathfield Community Centres, including Town Hall, the Community Engagement Plan, and funding options, be received and noted.
3. That the potential future plans for a Cultural, Arts and Performance Centre be incorporated into the

drafting of a Master Plan for Powells Creek Linear Park, and that this resolution (269/24) be closed, with its objectives to be addressed through the draft Master Planning process for Powells Creek Linear Park.

4. That this report be considered as part of formulating options for community facilities to be further researched and used to inform the draft Master Plan for the Pomeroy Street sites and Powells Creek, **with the Land and Property Strategy also utilised to identify suitable sites within Council's property portfolio to support future delivery.**

For the Motion: Councillors Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

Councillor Blackmore returned to the meeting, the time being 8:52pm.

Councillor Cai declared a Pecuniary/Significant conflict of interest for Item *PE2 Planning Proposal to Amend Strathfield LEP 2012 – Amendment to Schedule 5, Part 2 – Heritage Conservation Areas (HCA)* and managed the conflict of interest by leaving the meeting during discussion and voting on this item. Councillor Cai declared that he is a property owner in the Welfare Street block.

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *PE2 Planning Proposal to Amend Strathfield LEP 2012 – Amendment to Schedule 5, Part 2 – Heritage Conservation Areas (HCA)* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Blackmore declared that he knows a number of people within the conservation precincts. Changes to do not affect individual properties of those people.

Councillor Baladi declared a Non-Pecuniary/Non-Significant conflict of interest for Item *PE2 Planning Proposal to Amend Strathfield LEP 2012 – Amendment to Schedule 5, Part 2 – Heritage Conservation Areas (HCA)* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Baladi declared that he has a number of friendships with people who happen to live in the various HCAs.

Councillor Cai vacated the Chair and left the meeting, the time being 8:52pm.

Councillor Reddy assumed the Chair.

PE2 Planning Proposal to amend Strathfield LEP 2012 - Amendment to Schedule 5, Part 2 - Heritage Conservation Areas (HCA)

RECOMMENDATION:

That Council endorse the preparation of a Planning Proposal to amend the Schedule 5, Part 2 Heritage Conservation Areas (HCA) of Strathfield Local Environmental Plan (LEP) 2012, including associated mapping to:

- (a) Rename the Woodward Avenue HCA (C17) to Woodgreen Estate HCA;
- (b) Reduce the boundaries of the Homebush Road HCA (C11), Redmyre Road HCA (14) and Vernon Road HCA (C16);
- (c) Delist the Welfare Street HCA (C6); and
- (d) Delist the Albert Road Central HCA (C7).

MOTION: (Pensabene / Baladi)

That Council delay voting on this matter until the next Council Meeting and a Councillor Workshop be organised to provide more information on the methodology for the classification of sites and further discussion of this report.

365/25

RESOLVED: (Pensabene / Baladi)

That Council delay voting on this matter until the next Council Meeting and a Councillor Workshop be organised to provide more information on the methodology for the classification of sites and further discussion of this report.

For the Motion: Councillors Blackmore, Pensabene, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

Councillor Reddy vacated the Chair.

Councillor Cai returned to the meeting and assumed the Chair, the time being 9:09pm.

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *EO2 Vehicle Movements and Pedestrian Access at the Crossing in Front of Strathfield Plaza* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Blackmore declared that he works in the Strathfield Town Centre.

EO2 Vehicle Movements and Pedestrian Access at the Crossing in front of Strathfield Plaza

366/25

RESOLVED: (Reddy / Baladi)

That the information be received and noted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

EO3 Electric Vehicle Charging Stations - Update on Consultation

RECOMMENDATION:

That the report be received and noted.

MOTION: (Reddy / Cai)

That the report be received and noted.

FORESHADOWED MOTION: (Blackmore / Baladi)

That no further action be taken in relation to this matter.

The Motion was put.

367/25

RESOLVED: (Reddy / Baladi)

That the report be received and noted.

For the Motion: Councillors Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Councillor Blackmore

12. REPORTS FROM COMMITTEES

12.1 Minutes - Multicultural Advisory Committee Meeting 25 September 2025

368/25

RESOLVED: (Pensabene / Baladi)

That the Minutes of the Multicultural and Diversity Advisory Committee Meeting held on 25 September 2025 be noted.

For the Motion: Councillors Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Councillor Blackmore

13. QUESTION WITH NOTICE

Nil.

14. MATTERS OF URGENCY

Nil.

Councillor Nosworthy left the meeting, the time being 9:17pm.

Councillor Nosworthy returned to the meeting, the time being 9:19pm.

15. CONFIDENTIAL MATTERS

Closed Session - Confidential Matters

369/25

RESOLVED: (Cai / Pensabene)

That the meeting be moved into Closed Session to consider Confidential Matters.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

The meeting moved into Closed Session, the time being 9:20pm.

Open Session

370/25

RESOLVED: (Pensabene / Reddy)

That the meeting be moved into Open Session.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

The meeting moved into Open Session, the time being 9:31pm.

Councillor Blackmore declared a Non-Pecuniary/Non-Significant conflict of interest for Item *EO4 Strip of Land, Parramatta Road, Homebush* and managed the conflict of interest by remaining in the meeting during discussion and voting on this item. Councillor Blackmore declared that he is a licensed Real Estate Agent but **doesn't affect him or his business.**

EO4 Strip of Land, Parramatta Road, Homebush

371/25

RESOLVED: (Baladi / Blackmore)

That:

1. Council endorses the divestment of the property located at 91 Parramatta Road, Homebush, **identified as Lot 1 DP 667686 as recommended in Council's Land and Property Strategy.**
2. Council under Section 377 of the Local Government Act, delegate to the General Manager the following duties:
 - a. Approval of the terms and conditions within the Contract of Sale (the Contract) as prepared **by Council's Solicitors.**
 - b. Appointment of an agent to market the property.

For the Motion: Councillors Blackmore, Pensabene, Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Nil

16. CONCLUSION OF THE MEETING

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 9:33pm.

The foregoing Minutes were confirmed at the meeting of the Council of the Municipality of Strathfield on 25 November 2025.

Chairman_____

General Manager_____

7.1 MAYORAL MINUTE 25/25 - WORKING TOGETHER FOR THE STRATHFIELD
COMMUNITY

AUTHOR: Benjamin Cai, Mayor

I MOVE:

That the Councillors commit to working in a collegiate and respectful manner in the best interests of the Strathfield Community.

Rationale

Being elected as Mayor of this Council is the biggest honour that has been bestowed on me in my personal, professional and political life. I am deeply passionate about the community we serve. As a long-time resident of this area, I believe there is no bigger honour than to be elected as the Mayor for this Council. I truly feel that I have the weight and expectation of every resident in our Local Government Area on my shoulders as it is required of me to do my utmost best to lead this Council in the most dignified way possible. That means putting the community at the heart of everything we do so that we represent the community in a manner in which they are proud of the area that they live, work and play. This is no small task, but is certainly a task that I signed up for, and I know that all of my fellow Councillors signed up for. I am committed to delivering this for our community.

As Mayor of Strathfield it is of utmost importance to me that we work together cohesively as a Councillor group to deliver for the Strathfield community.

As democratically elected government officials, it is crucial that we work together in harmony. At the heart of it, we are here to represent our community, and to do that in the best way, as a Councillor group we should respect one another, regardless of our political views or affiliations, and work collaboratively.

As has already been acknowledged by the former Mayor in his final speech, certain things could have been dealt with differently in the past. As the new Mayor I want to focus on looking forward to the future. This means really focusing on how we will work together as Councillors in a positive manner in the best interests for the community going forward. I will also be personally focusing on how I will be approaching my role as Mayor as the elected leader of this Council and the community.

Our community elected us to represent their interest and for us to work collectively as a Councillor group in the best interests of the community. This means they have elected us to seriously and properly consider all issues that are brought before us, so we make well-informed collegiate decisions that have a long lasting, positive impact not only for the current community but for the future community of Strathfield. That is why it is vitally important for us to perform our role as Councillors in a professional, respectful manner that allows us to hear the diverse and varied opinions that we bring to the table in order to represent our community. If we agree as Councillors to work together this way, we will ultimately make the best decisions for our community. We are not always going to agree but it is the value of the debate which will allow us to consider those differences in opinions and allow us to set aside any personal agendas which we may perceive to exist in order to make transparent, collegiate decisions for the betterment of Strathfield.

At the meeting of 16 December 2025, we will be adopting the new Code of Meeting Practice. A key focus of the changes made to the Model Meeting Code is to ensure that Council Meetings are conducted in a

dignified and orderly way befitting to a chamber of democracy, and to promote community confidence in Councils and their decisions. Since taking over the Ministry, the Minister for Local Government has made it very clear his expectations for all Councillors and the Office of the Mayor as they relate to behaviour and conduct in the Council chamber. As you all know, the Minister for Local Government, the Honourable Ron Hoenig MLC has a formidable record as a former Mayor and his experience puts him in a great position to be able to fulfil the role as Minister for Local Government as the insights, experience and knowledge that he is able to impart on the sector is invaluable. Since taking office, the Minister has committed to many reforms for the Local Government sector, all of which are intended to improve the way we serve our communities and to restore the dignity of the role of Councillors and the Mayor.

As the newly elected Mayor of this Council, I share the Minister's commitment for the Chamber to be a dignified, respectful environment in which we represent and make transparent decisions for our community. I have moved this Mayoral Minute as it is important not only to me but to the residents of Strathfield that they have confidence that their elected representatives are going to represent their interests in the best possible way and work with each other regardless of political persuasion. I have made deliberate attempts since taking office as Mayor to reach out to all of my fellow Councillors to agree on how we can work best together going forward and I would like to thank all Councillors for genuinely engaging in that conversation with me and indicating that they too would like to work in a positive manner going forward. This brings me great satisfaction to know that all Councillors are committed to working together in this way.

As the Mayor of this Council, it is my responsibility to uphold the standards expected of us as elected officials. **I am committed to running this Chamber in a manner that aligns with the Minister's expectations.** This will include requiring all Councillors to conduct themselves in an orderly, respectful manner. This means that Councillors will need to be more considerate of opposing views that assist deliberations for us to come to a final decision that is in the best interests of the community. Through this Mayoral Minute I am respectfully asking all Councillors to commit to treating everyone with respect, allowing differences of opinion to be heard and to conduct yourself in a manner befitting of the role you have been elected to perform by your community.

As we embark on a further year together, I look forward to working positively with you all for the remainder of our Council term.

RECOMMENDATION

That the Councillors commit to working in a collegiate and respectful manner in the best interests of the Strathfield Community.

ATTACHMENTS

There are no attachments for this report.

10.1 NOTICE OF MOTION SUBMITTED BY COUNCILLOR NOSWORTHY

SUBJECT: HUDSON PARK WEST MASTERPLAN

I MOVE:

That Council present a report to create a Master Plan to construct sports and recreation facilities at Hudson Park West, including gym equipment and hardcourts, with sufficient lighting and passive surveillance to enable use during the evening hours. This Master Plan would position Council to apply for future grants for sports infrastructure.

Consideration should also be given to an indoor facility, including a weights and cardio gym and indoor hard court within the Strathfield Local Government Area (LGA) as per the Strathfield Recreation and Wellness Strategy, including Airey Park or Ismay Reserve (Pomeroy Street), within the upcoming Powells Creek Linear Park Master Plan.

Rationale

Considering the responses to the recreation and wellness strategy, a shortage of courts space and after hours facilities was identified. Currently, Hudson Park West is unused, sizeable asset awaiting positive transformation.

RECOMMENDATION

That Council present a report to create a Master Plan to construct sports and recreation facilities at Hudson Park West, including gym equipment and hardcourts, with sufficient lighting and passive surveillance to enable use during the evening hours. This Master Plan would position Council to apply for future grants for sports infrastructure.

Consideration should also be given to an indoor facility, including a weights and cardio gym and indoor hard court within the Strathfield Local Government Area (LGA) as per the Strathfield Recreation and Wellness Strategy, including Airey Park or Ismay Reserve (Pomeroy Street), within the upcoming Powells Creek Linear Park Master Plan.

ATTACHMENTS

There are no attachments for this report.

10.2 NOTICE OF MOTION SUBMITTED BY COUNCILLOR NOSWORTHY

SUBJECT: HOSTING AN 'ASK A HOME ENERGY EXPERT' SESSION

I MOVE:

I move that Climate Action Burwood Canada Bay be approached by council to host a “Ask A Home Energy Expert” in Strathfield Square.

Rationale

Climate Action Burwood Canada Bay have hosted highly successful “Ask A Home Energy Expert” sessions in high traffic areas in our neighbouring Councils. These sessions provide free 15-minute consultation with home energy experts. These sessions have been highly popular.

RECOMMENDATION

I move that Climate Action Burwood Canada Bay be approached by council to host a “Ask A Home Energy Expert” in Strathfield Square.

ATTACHMENTS

There are no attachments for this report.

10.3 NOTICE OF MOTION SUBMITTED BY COUNCILLOR NOSWORTHY
SUBJECT: COUNCIL REPRESENTATIVES TO THE SOUTHERN SYDNEY REGIONAL ORGANISATION
OF COUNCILS (SSROC)

I MOVE:

That Council nominates new representatives to The Southern Sydney Regional Organisation of Councils (SSROC), after the absence of any Strathfield representatives at the 2025 Annual General Meeting last month.

I nominate Councillors Pensabene and Blackmore as delegates and Councillors Baladi and Cai as Alternate delegates.

Rationale

Failure to fulfil the expectations of nomination should result in Councillors being removed from the organisation. Failure to represent the Councils interest at this regional organisation of councils prevents collaboration and information sharing with our regional partners.

RECOMMENDATION

That council nominates new representatives to The Southern Sydney Regional Organisation of Councils (SSROC), after the absence of any Strathfield representatives at the 2025 Annual General Meeting last month.

I nominate Councillors Pensabene and Blackmore as delegates and Councillors Baladi and Cai as Alternate delegates.

ATTACHMENTS

There are no attachments for this report.

10.4 NOTICE OF MOTION SUBMITTED BY COUNCILLOR NOSWORTHY
SUBJECT: OFFICE OF RESPONSIBLE GAMBLING INFRASTRUCTURE GRANTS: SPORTS AND
RECREATION

I MOVE:

That Council liaise with the Strathfield FC Club to provide landowner's consent for a grant application for suitable infrastructure within Strathfield Park.

Rationale

Fences and Gates Repairs

Many areas are broken and expose sharp loose wires. We would like to protect all visitors of the Park. At the moment, not only players are at risk, but also users walking past the fences or leaning on the fences risk injury.

Covered Spectator Seating Similar to that Installed at Mason Park

Currently spectators are exposed to the elements, rain, wind, and sun. Protection would enhance the users of the park experience.

RECOMMENDATION

That Council liaise with the Strathfield FC Club to provide landowner's consent for a grant application for suitable infrastructure within Strathfield Park.

ATTACHMENTS

There are no attachments for this report.

10.5 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE
SUBJECT: VALUE OF LANDS UNDER STRATHFIELD COUNCIL OWNED ROADS

I MOVE:

1. That a report be presented at the next Council Meeting as to why the “Lands Under Roads’ where not included as an asset in the Annual Financial Statements for year ended 30 June 2025.
2. The report also include the pros and cons for declaring or not declaring the asset and Councillors be provided with the options to making a recommendation as to whether or not ‘lands under roads’ be include as an asset in the Financial Statements for the year ended 30 June 2026 and all future Financial Statements.

Rationale

The motion aims to explore the reasons for and against the adding a valuable asset to Council’s “bottom line”.

The Strathfield Municipal Council General Purpose Financial Statements for year ended 30 June 2025 state:

ASSETS NOT RECOGNISED

i. Lands under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

By adding this asset to our ‘bottom line’ Council will have the ability to increase its borrowing ability if required.

RECOMMENDATION

1. That a report be presented at the next Council Meeting as to why the “Lands Under Roads’ where not included as an asset in the Annual Financial Statements for year ended 30 June 2025.
2. The report also include the pros and cons for declaring or not declaring the asset and Councillors be provided with the options to making a recommendation as to whether or not ‘lands under roads’ be include as an asset in the Financial Statements for the year ended 30 June 2026 and all future Financial Statements.

Officer’s Comment For Councillor Consideration

Land under roads includes land beneath roadways and road reserves such as footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008. Any land under roads acquired after this date is recognised in accordance with Council’s Infrastructure, Property, Plant and Equipment (IPPE) accounting policy. Since 1 July 2008, Council has not acquired any land under roads and therefore has not recognised any such assets in its financial statements for 30 June 2025.

While recognising land under roads would increase the value of Council's balance sheet, it does not improve Council's ability to borrow. Lending institutions do not accept community land, land under roads or road reserves as security because, under the NSW Local Government Act and the Roads Act, these assets cannot be sold, mortgaged or otherwise leveraged. As a result, even if these assets were recognised, they hold no collateral value for financial institutions.

Financial institutions base borrowing assessments on revenue strength and cashflow, not on non-cash land valuations. Their focus is on Council's operating performance ratio, its ability to meet interest and principal repayments, the stability of recurrent revenue streams, cash balances, liquidity, and overall financial sustainability. These measures assess Council's capacity to service debt, rather than the value of assets recorded on the balance sheet.

As land values, particularly land under roads, do not generate income, do not create cash inflows and do not enhance liquidity, they do not strengthen Council's debt-servicing capacity and are generally excluded from lenders' credit analysis.

ATTACHMENTS

There are no attachments for this report.

10.6 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE

SUBJECT: MAYORAL LETTER COSTS

I MOVE:

That a report be presented to the next Ordinary Council Meeting in relation to all costs associated with the Mayoral Letter that was distributed to the entire Local Government Area (LGA) at the cost of ratepayers regarding the rates increase/ freeze. For clarity it is the same letter which personally mentioned Councillor Karen Pensabene and Councillor Rory Nosworthy in a negative political manner.

Rationale

The letter mentioned the Mayors "Liberal Team" and I would like to know if it was paid for 100% by the ratepayers of Strathfield as only 35.11 per cent voted Liberal.

RECOMMENDATION

That a report be presented to the next Ordinary Council Meeting in relation to all costs associated with the Mayoral Letter that was distributed to the entire Local Government Area (LGA) at the cost of ratepayers regarding the rates increase/freeze. For clarity it is the same letter which personally mentioned Councillor Karen Pensabene and Councillor Rory Nosworthy in a negative political manner.

ATTACHMENTS

There are no attachments for this report.

10.7 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE
SUBJECT: EXTENSION OF EXHIBITION PART P - HERITAGE OF STRATHFIELD DCP 2005

I MOVE:

That the current exhibition of Amendments to Part P - Heritage of Strathfield DCP 2005 be extended until 21 January 2025 to allow many residents who are unaware of the proposal time to review this important document and lodge submissions.

If the extension cannot be extended due to timing of the Council Meeting falling after the end of exhibition period, I move that the Amendments be re- exhibited for a period of 60 days.

RECOMMENDATION

That the current exhibition of Amendments to Part P - Heritage of Strathfield DCP 2005 be extended until 21 January 2025 to allow many residents who are unaware of the proposal time to review this important document and lodge submissions.

If the extension cannot be extended due to timing of the Council Meeting falling after the end of exhibition period, I move that the Amendments be re- exhibited for a period of 60 days.

ATTACHMENTS

There are no attachments for this report.

LC1 FUNDING OF COMMUNITY EVENT GRANT PROGRAM
AUTHOR: Ayla Karabulut, Acting Manager Communications and Events
APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That Council specify which programs and/or events are to be cancelled to reallocate funds of \$50,000 to facilitate the funding of Community Event Grants, commencing in the 2026/2027 financial year.

PURPOSE OF REPORT

Provide costings and information for Council's consideration.

REPORT

At the Ordinary Council Meeting 27 2025 May, Council resolved to:

143/25

RESOLVED: (Baladi / Reddy)

That:

1. That Council endorse the recommendation provided in the Cessation of non-essential future Council events report that was prepared for the April Council Meeting, which outlines Council's events program for the 2025/26 financial year and remainder of the Council term.
2. That Council establish a Community Events Grant Program, commencing in 2026, to empower local community groups and organisations to initiate and deliver local cultural, recreational, and community-building activities;
3. That a report be brought back to Council detailing the eligibility criteria, assessment framework, and operational guidelines for the grant program, and allocate funding for five (5) community grants of \$10,000 each per annum, commencing in the 2026/27 financial year.

For the Motion: Councillors Cai, Reddy, Baladi, Nosworthy and Kim

Against the Motion: Councillors Blackmore and Pensabene

Council currently has an established Community Grant program which includes two streams (1. Cultural – Arts & Events and 2. Community Development). The funding allocated in the budget for this program is in the order of \$60,000.

Council has requested that a report be provided to consider the expansion of community grants provided to include an additional 5 x \$10,000 community event grants (an increase of \$50,000 in funding).

The current Community Grant program runs annually, opening on 1 June and closing on 31 July and provides funding for organisations or groups to develop community or cultural programs that support the community of Strathfield in accordance with the Community Strategic Plan – Strathfield 2040.

Funding of Community Event Grant Program (Cont'd)

Both streams provide funding of \$1,000 to \$5,000 to each successful applicant. The creation of a third stream or second option under the Cultural Events stream would provide applicants with potential access to one of five \$10,000 grants.

If Council is wanting to establish a third stream of funding, it is recommended that this be done by being incorporated as part of the existing Community Grants program, of which a copy of the current guidelines is attached for reference. The additional funding as contemplated by resolution 143/25 does not fall within the current budget. In order to fund the implementation of the resolution, funding will need to be taken from other currently funded programs.

The below options are for Council's consideration:

Option	Funding: 2025/2026 Draft Annual Budget	Council Resolution Required
1.	<ul style="list-style-type: none"> - Reduce Council's Community Development programs by \$17,000 - Library to close on Saturdays to create a saving of \$17,000 - Reduce Homebush Vibes budget by \$16,000 	That Council reduce the Community Development Programs budget by \$17,000, close the Library on Saturdays to create a saving of \$17,000 and reduce the Homebush Vibes budget by \$16,000 to enable the required \$50,000 to be reallocated towards the Community Event Grants stream within the existing Community Grants Program.
2.	<ul style="list-style-type: none"> - Reduce Council's Community Development programs by \$17,000 - Reduce Homebush Vibes budget by \$10,000 - Reduce Spring Festival budget by \$23,000 	That Council reduce the Community Development Programs budget by \$17,000, reduce the Homebush Vibes budget by \$10,000 and reduce the Spring Festival budget by \$23,000 to enable the required \$50,000 to be reallocated towards the Community Event Grants stream within the existing Community Grants Program.

FINANCIAL IMPLICATIONS

Proposed Expenditure: \$50,000

Funding has not been provided in the current budget for this purpose. Should Council approve the expenditure, the source of funding will need to be identified in the budget.

ATTACHMENTS

- [1. Community Grant Guidelines 2025-2026](#)



COMMUNITY GRANTS GUIDELINES

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1. PRELIMINARY

Purpose

To support projects and initiatives that deliver direct benefit to the community of Strathfield.

Strategic Framework

This grant program aligns with the themes of the Community Strategic Plan 2040 in relation to [Connectivity](#), [Community Wellbeing](#), [Celebrating Culture and Place](#), [Livable Neighborhoods](#), [Responsible Leadership](#).

Information about this grant program and Community Strategic Plan 2040 can be found on the Council website www.strathfield.nsw.gov.au.

Priority

Outcomes of grant programs are to be aligned with the Council's Community Strategic Plan 2040. Funding is allocated to priority areas to meet identified community need. These priorities include:

- Aboriginal and Torres Strait Islander people
- People from culturally and linguistically diverse backgrounds
- Children
- Youth
- Women
- People with disability
- Older people
- Families

All applications will be assessed on merit and other areas of need can be identified besides those listed as priority.

Value for Money

Council seeks to meet the needs of the community and maximise outcomes for the local area. Projects that represent good value for the level of funding requested and expected outcomes are supported.

Good Governance

Council commits to decision making in the public interest, and effective and efficient grant management processes.

Transparency

Council will ensure that the grant process is fair. Applications will be assessed in accordance with the specified criteria listed in the Guidelines.



2. SCOPE OF PROGRAM

Funding Available

- \$1000 - \$5000 (excl. GST) for programs in 2025/26

Grant Application

- Applications open on 1 June 2025
- Applications close on 31 July 2025

Program Structure

This program has one round each year opening on 1 June for a period of 8 weeks.

There are two streams in the community grants program:

- Cultural (page 6)
- Community Development (page 7)

Each stream has specific funding priorities, assessment criteria and processes. Please refer to the relevant stream sections.

You cannot submit the same project to both Council grant streams.

Eligibility

To be eligible for funding, applicants must:

- **Acquit any previous Council grants or sponsorships and have no outstanding debts owed to Council prior to 31 July 2025.**
- **Demonstrate the grant will be used for a purpose in the public interest primarily for the local community of Strathfield.**

Eligible applicants include:

- Not-for-profit organisations
- Social enterprises
- Unincorporated community groups when sponsored by a local not for profit Parents and Carers or Parents and Friends Associations

If you are choosing a sponsor, we encourage you to choose one that is relevant to the sector and can support the implementation of the proposal.

Non-local artists and practitioners must demonstrate tangible benefits to the Strathfield community.



Ineligible applicants include:

- Government organisations including schools and tertiary educational institutions
- Political parties

General exclusions

Council does not provide grants* to:

- Projects or initiatives that do not directly benefit the Strathfield community.
- Projects or initiatives that are unlawful or of unconscionable purpose.
- Events or activities that are primarily a marketing or promotional exercise for a for-profit organisation.
- Cover rental costs or recurrent expenditure for organisations or groups.
- Cover ongoing staff or operational costs including consumables (food and/or beverage), petrol, stationery etc.
- Be used for the purpose of prize money, prizes, or trophies.

*Council does not provide fee waivers or free use for in-house design, printing and distribution service, hall or reserve/field hire, street closures or cleansing and waste service for events.

These costs **must** be included in the application budget.

Submission Dates

1 June 2025, 9am	Applications open
31 July 2025, 5pm	Applications close
1 Aug – 30 Sept 2025	Eligibility screening of applications Assessment by panels and report to Council Council approval of successful grants
October 2025	Notification to applicants Distribution of funding

***Projects can commence following the signing and returning of the funding agreement to Council. All projects must be implemented in the 25/26 financial year, unless otherwise agreed.**

Acquittals to be sent to Council on completion of project or by 31 July 2025.



3. GRANTS PROGRAM MANAGEMENT

How to apply

Applications must be submitted by the due date – 31 July 2025.

Application forms will be available when grant round opens on Council webpage.

Application forms and guidelines are available via Council webpage.

Please send completed application forms with supporting documentation and address them to the General Manager at Strathfield Council.

Email: council@strathfield.nsw.gov.au

Mail:

General Manager,
Strathfield Municipal Council,
PO Box 120,
Strathfield NSW 2135.

Grant Exclusions:

- **Applications submitted after the closing time will not be accepted.**
- **Applications NOT submitted to communityservices@strathfield.nsw.gov.au will NOT be accepted.**
- **Councillors must declare any conflict of interest in the community grant process in relation to any community grant application.**
- **Applicants who undertake canvassing or lobbying of Councillors or employees of Strathfield Council in relation to their application, will have their applications considered ineligible for funding.**
- **Councillors who canvass or lobbying of employees of Strathfield Council in relation to any affiliated application, will have their applications considered ineligible for funding.**

Application support

For general enquiries please contact the Community Development Officer on 9748 9999 or email communityservices@strathfield.nsw.gov.au

Useful questions to consider in your application:

- Why are you proposing this project?
- What outcome(s) do you want to achieve?
- How does this project address one/multiple key priorities of Council?
- How does this project involve community members and build their capacity?
- How is the activity inclusive of people from diverse backgrounds?
- Does your organisation/group have the skills and capacity to deliver this program?



Assessment Process

All eligible applications will be assessed by an expert assessment panel for each grant stream. Funding is limited and only applications that meet the assessment criteria to a high degree are likely to be recommended for funding. Partial funding may be recommended in some cases due to the limitations of funding and high standard of applications. Applications that do not meet a quality standard regarding project outcome and benefit to Strathfield community will not be considered suitable for funding.

Program Structure

This program has one round each year and will open on 1 June 2025. There are two streams in the Community Grants program:

- Cultural – Arts & Events
- Community Development

4. CULTURAL GRANTS

The Cultural grants stream supports the growth of art, dance, music, and creative activities in the Strathfield Local Government Area by funding a range of projects, programs and events that provide opportunities for individual artists, groups, or organisations to connect with the community of Strathfield.

Objectives

Council seeks to support projects and initiatives that will build arts and creative activities for the people of Strathfield through events, theatre, music, dance, art and writing by:

- Contributing to the growth of local arts and creativity through collaboration and partnerships.
- Developing the skills of local creative professionals and art workers across all arts disciplines.
- Increasing access and community participation in arts and creative events.
- Bring significant benefit to the residents and rate payers of Strathfield in relation to cultural programs and activities.

Assessment criteria

1. Clear rationale for the project/initiative with key outcomes connected to one or more themes of the Community Strategic Plan 2040.
2. Address at least one of the grant objectives.
3. Demonstrated excellence and innovation in arts and creative events with a portfolio to support initiatives and outcomes.
4. Enhance cultural opportunities and provide social and economic benefits to the Strathfield local government area.
5. Capacity to deliver the project and evaluate outcomes.
6. Realistic budget with all income and expenditure shown.

**Funding Criteria**

Applications to be made between \$1,000 and \$5,000*.

*Partial funding may be recommended in some cases due to limitation of funding and the number of high standard applications received.

5. COMMUNITY DEVELOPMENT GRANTS

The Community Development grant stream supports community projects that focus on improving social outcomes and enhancing social inclusion and connection for the people of Strathfield.

Objectives

Council seeks to support projects and initiatives that will build social inclusion and community resilience for the people of Strathfield.

Community development projects may include initiatives for people from Aboriginal and Torres Strait backgrounds, diverse backgrounds, people who are aged and/or disabled, children, youth, and women or any identified/researched social issue in Strathfield by:

- Increasing community capacity through collaboration and partnerships among community groups, supports, and services.
- Facilitating inclusion and access to facilities, services, and open spaces, particularly for people at risk of social isolation.
- Increasing trust and understanding within the diverse demographic of Strathfield.
- Increasing social cohesion, sense of belonging and connection to place.
- Increasing volunteering and community participation.
- Increasing access to activities promoting wellbeing, including physical and mental health.
- Increasing access to social, educational, training and employment opportunities
- Increasing access to activities that support families.

Assessment criteria

1. Clear rationale for the project/initiative with key outcomes connected to one or more themes of the Community Strategic Plan 2040.
2. Address at least one of the grant objectives.
3. Demonstrated ability to deliver community projects in relation to identified need.
4. Enhance opportunities, capacity and community participation and provide social and economic benefits to the Strathfield local government area.
5. Capacity to deliver the project and evaluate outcomes.
6. Realistic budget with all income and expenditure.

**Funding Criteria**

Applications to be made between \$1,000 and \$5,000*.

*Partial funding may be recommended in some cases due to limitation of funding and the number of high standard applications received.

6. COMMUNITY GRANTS ADDITIONAL INFORMATION

The maximum funding available in both the Community Development Grant stream and the Cultural Grant stream is \$1,000 to \$5,000, based on assessed outcomes.

Supporting Documentation

- Formal quotes for equipment, goods or services relating to application.
- A copy of public liability insurance or quote for public liability insurance which would cover the proposed project to the value of \$10 million.
- Working with Children checks in relation to all staff involved if the proposed project involves children.
- A basic site plan for the project if relevant.
- Letters of support from any community or local business partners if relevant.
- Any other documents relevant to the proposed project.
- CV/Bio for Cultural Grants.
- Additional support material may include images, video or audio for the application.

Eligibility if not an incorporated organisation

If a group or organisation is not incorporated, they can approach any legal entity that satisfies the eligibility requirements in the Guidelines to act as a sponsor for their application.

7. APPROVAL

The Community Grants Guidelines has been approved by the General Manager of Strathfield Municipal Council, Michael Mamo.

LC2 COUNCIL ORDINARY MEETING DATES FOR 2026
AUTHOR: Graham Pares, Manager Governance and Procurement
APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That the 2026 Ordinary Council Meetings be held on the dates included in this report at 6:30pm (and generally on the fourth Tuesday of each month excepting January and December each year) in the Council Chambers, 65 Homebush Road, Strathfield, or as resolved by Council, in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.

PURPOSE OF REPORT

The purpose of this report is to establish the dates for the Ordinary Council meetings to be held in 2026.

REPORT

In accordance with Section 365 of the *Local Government Act 1993* (Act), Councils are required to meet at least ten (10) times each year, each time in a different month. During discussion on the new Code of Meeting Practice (currently on exhibition), an amendment was included that would allow scheduling of the Ordinary meeting of Council to occur generally on the 4th Tuesday of each month, except for months with five weeks, where the meeting could be scheduled on the Tuesday of the 5th week where appropriate.

The proposed dates take into consideration public holidays and the potential dates for the National General Assembly (NGA) of Australian Local Government Association (ALGA) which is expected to be held in June, and the Local Government NSW (LGNSW) conference in November. Should a conflict arise when the actual dates are confirmed, a Council resolution to alter a meeting date may be required.

Applying these principles, the proposed meeting dates for 2026 are:

Proposed 2026 Ordinary Council Meeting Dates (Meetings proposed to be held on the 5th week are in Bold.)

24 February 2026
24 March 2026
28 April 2026
26 May 2026
30 June 2026
28 July 2026
25 August 2026
29 September 2026
27 October 2026
24 November 2026

FINANCIAL IMPLICATIONS

There are no financial implications because the costs associated with operating the ten (10) Ordinary Council Meetings are incorporated within the budget allocation.

ATTACHMENTS

There are no attachments for this report.

LC3 ESTABLISHMENT OF FRIENDSHIP CITY AGREEMENTS
AUTHOR: Graham Pares, Manager Governance and Procurement
APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That Council determines whether to pursue the establishment of any Friendship Cities agreement and that all interested parties be advised of Council's decision.

PURPOSE OF REPORT

The purpose of this report is to address Council's resolution 267/25 at the Ordinary Council Meeting 26 August 2025 requiring:

That the determination of the establishment of any Friendship Cities be discussed at a future Councillor Workshop and that:

- a) In the event that Council determines to establish Friendship Cities, that Council also determine which cities to establish that relationship with.*
- b) In the event that the Council determines not to establish any Friendship Cities, that Council advise the representatives of Rainas, Nepal of that decision.*

The matter was discussed at the 11 November 2025 Workshop of Council where it was agreed that a final decision would be made at the November Ordinary Meeting of Council.

REPORT

A complete report outlining the difference between a Sister City relationship and Friendship Cities agreements was received by Council at the Ordinary Council Meeting of 26 August 2025 (copy attached).

Council resolved to endorse the continuation of the formal Sister City relationship with Gapyeong County Council in South Korea and to discuss at a future workshop the potential net benefits of establishing a Friendship City agreement.

A Friendship City agreement is generally less formal, aimed at a specific area of a community or region, with a single goal or target in mind. The relationship may often lapse after the specific target has been attained. In April 2024, Council passed resolution 75/24 requiring the investigation of potential Friendship City partners. Following this, Councillors completed a survey identifying cities they believed Council should approach for a Friendship City Agreement. Those cities were as follows:

- a. **Nan'An, Fujian, China**
- b. Taormina or S. Teodoro, Sicily.

Meanwhile, Council received an unsolicited expression of interest from Rainas Municipality, Nepal, regarding a potential Friendship City Agreement. Council has not yet responded to this request.

At the adoption of the 2025/2026 Operational Plan, a program for the establishment of any new Friendship City Agreements was not included.

The potential benefits of a Friendship City arrangement was discussed at the Council Workshop of the 11 November 2025. It was agreed that a final decision would be made on a commitment to progress any Friendship Agreement at the November Ordinary meeting of Council.

If the decision is to establish an agreement, a detailed cost estimate and funding proposal for each confirmed City will be included in a subsequent report to Council to be included for consideration in the program of work committed to in the 2026/2027 Operational Plan. The report would also identify the alternate social and economic works that would be undertaken within existing programs if the Friendship City agreement were not to proceed.

FINANCIAL IMPLICATIONS

There are no financial implications if there are to be no formal Friendship Agreements.

ATTACHMENTS

1. [1](#) Council Meeting 26 August 2025 - LC5 Renewing Council's Current Sister City Arrangement and Request for a Report to Establish New Friendship Cities



LC5 RENEWING COUNCIL'S CURRENT SISTER CITY ARRANGEMENT AND REQUEST FOR A REPORT TO ESTABLISH NEW FRIENDSHIP CITIES WITH STRATHFIELD COUNCIL

AUTHOR: Graham Pares, Manager Governance and Procurement

APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That Council:

1. Endorse the continuation of the formal Sister City relationship with Gapyeong County Council in South Korea.
2. Receive the information on the establishment of Friendship City relationships
3. Determine whether to pursue the establishment of any Friendship Cities;
 - a. In the event that Council determines to establish Friendship Cities, that Council also determine which cities to establish that relationship with.
 - b. In the event that the Council determines not to establish any Friendship Cities at this time, that Council advise the representatives of Rainas, Nepal of that decision.

PURPOSE OF REPORT

To seek Council's approval for Council's ongoing Sister City relationship with Gapyeong County Council as required by Clause 2.4 of the Sister City Policy (**Attachment 2**), to update Councillors on the resolution outlined below and facilitate their consideration of the steps regarding the potential establishment of a Friendship City or Cities.

Council Meeting August 2024

That a report be prepared for the incoming Council suggesting that, should they wish to explore Friendship City relationships, then these two (2) cities were recommended by the outgoing Council:

1. Taormina or S. Teodoro, Sicily
2. Nan' An, Fujian, China

REPORT

Sister City v Friendship City

A Sister City agreement is a formalised, community to community relationship with multiple aims, goals, targets and activities being involved with the focus on a long-term relationship. Council's current Sister City agreement with Gapyeong is an example of a Sister City Arrangement.

Sister cities aim to develop enduring networks of communication between the cities of the world to cut across boundaries and reduce the likelihood of polarisation and conflict among nations. The collaboration enables the cities to improve ties and relations for the purpose of cultural, social and economic improvement of the cities and states involved in the program. The relationships are often built upon cultural exchange, points of similarities, business and trade opportunities.



**COUNCIL MEETING
26 AUGUST 2025**

**Renewing Council's current Sister City Arrangement and request for a Report to
Establish New Friendship Cities with Strathfield Council (Cont'd)**

Sister Cities Australia has advice around establishing Sister City relationships that can be a guide to Council in considering a Friendship City that was presented to Council at its July 2025 workshop (**Attachment 1**).

Some things to be considered for a Sister City include:

Identifying your goals in creating the relationship

- Best practice: improving capability
- Business development: supporting initiatives and opening doors
- Tourism: showcasing your city
- Education, Culture and sport: empowering your youth, supporting the education sector and getting the community involved
- Global connectedness: enhancing your reputation

Key considerations include:

- What activities will be conducted between the two cities,
- How the communities of both will be involved,
- What the governance process will be, and
- How will it be funded.

Finding a suitable city should consider:

- A similar population size or demographic.
- Existing connections including educational exchange programs or political/economic ties.
- A good international reputation particularly in areas of interest and relevance to your city.
- Potential for capacity building in governance.
- Willingness to create a contract agreement and effectively resource the proposed level of commitment.

A Friendship City agreement is generally less formal, aimed at a specific area of a community or region, with a single goal or target in mind. The relationship may often lapse after the specific target has been attained. The above points which relate to consideration of a Sister City should also be applied if considering a Friendship City Arrangement.

At the adoption of the 2025-26 Operational Plan, a program for the establishment of any new Friendship City Agreements was not included.

Background

1. Council has a longstanding Sister City Agreement with Gapyeong but does not currently have any Friendship City Agreements in place. In accordance with Clause 2.4 of the currently adopted Sister



**COUNCIL MEETING
26 AUGUST 2025**

**Renewing Council's current Sister City Arrangement and request for a Report to
Establish New Friendship Cities with Strathfield Council (Cont'd)**

City Policy (**Attachment 2**), Council is required within the first 12 months of each term to renew its approval of any existing Sister City Agreement.

2. In April 2024, Council passed a resolution requiring the investigation of potential Friendship City partners. Following this, Councillors completed a survey identifying cities they believed Council should approach for a Friendship City Agreement. Those cities were as follows:
 - a. Nan'An, Fujian, China
 - b. Taormina or S. Teodoro, Sicily.
3. Meanwhile, Council received an unsolicited expression of interest from Rainas Municipality, Nepal, regarding a potential Friendship City Agreement. Council has not yet responded to this request.

FINANCIAL IMPLICATIONS

Funding has not been provided in the current budget for this purpose.

Should Council endorse the proposed actions and any associated expenditure, a suitable funding source will need to be identified within the existing budget framework. A detailed cost estimate and funding proposal will be included in a subsequent report to Council outlining the outcomes of the above actions, should this resolution be adopted.

ATTACHMENTS

1. Friendship Cities Presentation
2. Sister City Policy September 2023
3. Nan'An Information
4. Cities in Sicily Information
5. Rainas Information

Councillor Workshop March 2025 Friendship Cities





WHAT IS A FRIENDSHIP CITY?

- A Friendship City agreement is generally less formal, aimed at a specific area of a community or region, with a single goal or target in mind.
- The relationship may lapse after the specific target has been attained.
- In reviewing the approach of other Council's, it may be at the behest of either Council to reach out to consider a relationship.
- The relations are information sharing, learnings or to repair past relations to enable a more positive impact for the cities relations in future.



EXAMPLES OF FRIENDSHIP CITIES

COUNCIL	CITY	PURPOSE
City of Sydney	Paris Athens Berlin Dublin Wuhan Chicago	<ul style="list-style-type: none">• To share information, such as health information, architecture, public art and general policy.• Share learnings in large projects/programs.
City of Darwin	Guangzhou, China	<ul style="list-style-type: none">• Expand cooperation in economic, education, and cultural programs.• Charles Darwin University signed an MOU with Guangzhou University under the Friendship City framework in 2020.
City of Darwin	Honolulu, USA	<ul style="list-style-type: none">• Relationship formed due to the historical military connections, under the banner of the "Bombing of Darwin" with focus on repairing relations.
City of Darwin	Santa Cruz-Galapagos, Ecuador	<ul style="list-style-type: none">• Friendship exists due to geographical and historical correlations between the cities. Share information and learning on areas of common interest, including:<ul style="list-style-type: none">• Balancing Environmental Concerns versus tourism• Dealing with a fragile eco-system and tourism• Realities of environmental impacts of introduced species.

WILLOUGHBY

5 Friendship Cities managed by Council's Global Friendship Committee

City	Basis of Relationship	Activities
Suginami, the eighth largest city in Tokyo, Japan	Promote cultural, community, educational, sporting and economic exchange and to further peace and understanding. A large proportion of Willoughby residents are from a Japanese speaking background.	Student exchange program. Several staff exchanges have also taken place, to share knowledge and expertise.
Bingara	Started after a period of terrible drought in NSW in 1994 and the then Mayor initiated a campaign to provide relief to Bingara families. A community donation of \$3,000 was made and 250 Christmas presents were provided to Bingara children.	Willoughby participates in Bingara's Orange Festival and Bingara participates in the Willoughby Street Fair. Annual youth exchange, providing a great opportunity for local students to experience country life.
Guardia, Sanframondi, Italy	6 November 2008, a small delegation from Guardia, Sanframondi, Italy arrived in Willoughby as part of the ten-year anniversary of the arrival of the statue of Our Lady of the Assumption at St Leonard's Church, Naremburn. The statue was dedicated to the Italian community of Willoughby, many of whose members migrated from Guardia between 1950 and 1970.	Investigating how Willoughby and Guardia can create opportunities to share in the areas of culture, education, travel and economic development now and into the future.
City of Gangdong-gu in Korea	Unclear why the agreement was signed but commemorated with a Chunma-chong Crown presented to the former Mayor of Willoughby	Korean Flag raising ceremony 2012 Gangdong-gu, Korea, donated an exquisitely decorated egg, enhanced with gold, mother of pearl and crystals for Willoughby's 150 th Anniversary..
Nor Nork in the Armenian capital of Yerevan	Aims to enhance and enrich both communities, to contribute to lasting peace and prosperity and to develop long-term friendships. The spirit of good will is hoped to provide opportunities for this generation and future generations.	Memorial Armenian cross-stone or khachkar was unveiled from Armenia. The master sculptor, Varaztad Hambardzumyan, held workshops leading up to the official unveiling demonstrating the unique skill of his craft.



WHAT DO WE WANT TO ACHIEVE?

- It is important to first consider what we want to achieve in selecting a Friendship City?
- As was shown in the examples they tend to be based on information sharing, learning and / or repairing past relations.
- Councillor's provided ideas for friendship cities, do any of those examples (or others) lend themselves to the Friendship City model?
- Key questions Councillor's must ask if progressing with a Friendship City are:
 - What are the strategic objectives and benefits of establishing a Friendship City relationship?
 - What specific criteria will be used to select potential Friendship Cities?
 - How will the Friendship City initiative align with our city's long-term goals and priorities?
 - What resources, both financial and human, will be required to establish and maintain this partnership?
 - What potential challenges or risks could arise from establishing a Friendship City, and how can they be mitigated?
 - How will the process of selecting, formalising, and maintaining the Friendship City relationship be managed?
 - What opportunities exist for collaboration and exchange between our city and the chosen Friendship City?
 - How will the impact and effectiveness of the Friendship City initiative be evaluated and measured?
 - How will the broader community be engaged and involved in the decision-making process regarding the establishment of a Friendship City?

STRATHFIELD COUNCIL

SISTER CITY POLICY

5 SEPTEMBER 2023



	SISTER CITY POLICY		
RESPONSIBILITY	General Manager's Office		
DATE ADOPTED	6 May 2014	MINUTE	100/14
REVISED	5 September 2023	REVIEW	2025
CM10 No			
ASSOCIATED POLICIES	<i>Councillor Expenses and Facilities Policy</i>		
ASSOCIATED LEGISLATION	<i>Local Government Act 1993</i> <i>Local Government (General) Regulation 2021</i>		

1.0 Introduction

1.1 Title and Commencement

Strathfield Council's Sister City Policy was first adopted on 6 May 2014. The policy was reviewed and most recently adopted on 5 September 2023.

1.2 Purpose of Policy

This Policy was developed to set out processes for establishing and reviewing Sister City relationships.

1.3 Objectives of the policy

The objectives of this Policy are:

- To ensure that Sister City relationships are relevant and effective in delivering long term economic, cultural and social benefits for Strathfield Local Government Area (LGA)
- To clearly identify Council's level of involvement in Sister City relationships
- To outline processes for establishing and reviewing Sister City relationships
- To set out requirements for visits to and from Sister Cities

1.4 Coverage of the Policy

The Policy applies to all Sister City proposals and agreements, parties to agreements which include Councillors, Council staff and community and business organisations with interest or involvement in Sister City proposals or agreements.

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1.5 Policy Statement

Council supports the establishment of formal Sister City relationships with other cities and regions to:

- Promote and encourage economic, trade, educational, technology and social exchange and liaison between local government, business and community
- Increase and improve understanding and exchange of information of international, national, state and local government issues
- Enhance and promote the Strathfield LGA and foster close civic relationships with other local authorities internationally
- Foster sharing of ideas, knowledge, values, tolerance and goodwill
- Promote understanding and enhance awareness of the respective regions and their cultures, customs and traditions

Council will support, subject where appropriate to a Council resolution, initiatives with its Sister Cities including:

- Civic exchanges
- Cultural, sporting and education exchanges
- Commerce and trade exchanges
- Encouraging interaction and involvement between the young people of each region

A commitment shall exist between Strathfield Council and any Sister City to work cooperatively for the good governance of both communities and where feasible, the sharing of knowledge and resources.

2.0 Policy

2.1 Establishment of Sister City Relationships

Council may establish a relationship through a Council resolution or in response to a request from a prospective Sister City. Any relationships must be reported to Council for consideration and outline the potential economic, cultural and social benefits for Strathfield LGA as well as indicative annual costs.

The following criteria will be used by Council when assessing whether or not to endorse a new Sister City relationship:

- Strong cultural linkages between resident communities, including opportunities for interaction in education, sporting, recreational, technology and sustainable development
- Sound economic opportunities between business communities
- Similar status of cities in terms of geography, population industries etc.
- No more than one Sister City relationship will be established with the same country

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2.2 Sister City Agreements

Relationships will be formalised by entering into an agreement such as a Memorandum of Understanding which outlines the aims and objectives of the relationship and level of commitment by both parties.

Formal visitation by Council to a Sister City is not an essential component. In principle, the travel and associated expenses of a delegation shall be paid by the City sending the delegation, except where a reciprocal arrangement applies.

Individual Councillors, community or business members who seek to represent Strathfield Council at a visit to a Sister City may only do so where they have received endorsement from Council.

2.3 Visits to international Sister Cities by Councillors

Visits by Councillors to international Sister Cities require endorsement by Council resolution at an open meeting of Strathfield Council. Estimated costs and benefits should be clearly outlined in the Council report prepared for the meeting in accordance with the Councillors Facilities and Expenses Policy. A report on a visit will be presented to an open council meeting. Details of the visit will be reported in the Council Annual Report.

2.4 Review process

Sister City Agreements will be reviewed within twelve months of a general local government election. Should Council decide to cease the agreement, negotiations will be made with the relevant Sister City to discontinue any formal arrangements.

3.0 Version Control

Date	Type	Minute/Approval
6 May 2014	Adoption	Council resolution (100/14)
September 2017	Administration Review	GM Approval
September 2020	Review	CEO
June 2021	Review	CEO/Mayor
September 2023	Review	218/23

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南安市简介

Introduction of Nan'an



海丝起点

Starting Point of the Sea Silk

南安地处福建省东南沿海，与台湾隔海相望，现有行政区划面积2036平方公里，人口近170万。南安有1760多年历史，是古代“海上丝绸之路”的起点之一，境内人文景观荟萃，旅游资源丰富，有国家级重点文物保护单位11处，其中有宋元时期号称“东方第一大港”的金鸡古港，有见证“海上丝绸之路”的九日山摩崖石刻，有“天下无桥长此桥”的五里桥。

Nan'an is located in the southeastern coast of Fujian Province, across the sea from Taiwan, with an administrative area of 2,036 square kilometers and a population of nearly 1.7 million. Nan'an has a history of more than 1760 years and is one of the starting points of the ancient "Maritime Silk Road". It has rich humanities and tourism resources, including 11 national key cultural relics protection units. Among them is the Jinji ancient port, known as "the first port in the East" during the Song and Yuan dynasties, and the Jiuri Mountain cliff stone carvings, a witness to the "Maritime Silk Road", as well as the Wuli Bridge, known as "the longest bridge in the world without a bridge".

著名侨乡

Famous Overseas Chinese Town

南安是著名侨乡，早期的南安先輩，“下南洋”“闯丝路”，繁衍至今有400多万人，人口是本土的2倍，经济实力是本土的5倍。南安也是台湾汉族同胞的主要祖籍地，在台南安籍乡亲有200多万人，拥有对台货运直航、对台小额贸易通道、泉州客运直航等三条重要通道。

Nan'an is a famous overseas Chinese hometown, with the early Nan'an ancestors having "migrated south" and "breaking through the Silk Road", resulting in a population of more than 4 million people so far, which is twice as much as the natives, and five times of economic strength greater than that of the natives. Nan'an is also the main ancestral home of Han Chinese compatriots in Taiwan, with more than two million people of Nan'an nationality residing there. There are three important transportation channels connecting Nan'an to Taiwan, namely: direct cargo flights, small trade channels, and direct passenger flights from Quanzhou.

经济大市

Large Economic City

南安是中国经济发展最快、最具活力的县级城市之一，2022年地区生产总值超1600亿元，排在全国县域经济综合竞争力百强第29位、工业百强第11位。

南安拥有3万多家民营企业，17万市场主体，工业产值超4000亿元。南安制造美名扬天下：是中国最大的石材设计、生产、交易、展示体验中心，石材产量占中国的70%，进出口量占中国的60%，年销售额1000多亿元；是中国最大的水暖厨卫产业基地，水龙头产量占中国的1/3；是中国童鞋之都；是福建省装备制造业重点基地；拥有全国首个直接定位为发展“化合物半导体”的高新技术产业园区——“中国芯谷”。

Nan'an is one of the fastest growing and most dynamic county-level cities in China, with a gross regional product of over 160 billion yuan in 2022, ranking 29th among the top 100 counties in terms of comprehensive economic competitiveness and 11th among the top 100 industries in the country. Nan'an has more than 30,000 private enterprises, 170,000 market players, and an industrial output value of over 400 billion yuan. Nan'an's manufacturing reputation is unmatched: it is China's largest stone design, production, trading, and display experience center, with stone production accounting for 70% of China's import and export volume accounting for 60% of China's annual sales exceeding 100 billion yuan. It is also China's largest plumbing, kitchen and bathroom industry base, with faucet production accounting for a third of China's; the capital of China's children's shoes; a key base of the equipment manufacturing industry in Fujian Province; and home to the country's first high-tech industrial park directly positioned for the development of "compound semiconductors" - "China Core Valley".

宜居之城

Liveable City

南安是一座传统文化与现代文明交相辉映的城市，城镇化率61.2%，森林覆盖率52.7%，有大小河流140多条，水资源量占所属泉州市的67.6%，城市产城融合、配套齐全、秀美宜居，是中国宜居宜业典范城市、最美中国旅游目的地城市，并荣膺全省首个“奥运冠军之城”。

Nan'an is a city of add radiance and beauty of traditional culture and modern civilization to each other with an urbanization rate of 61.2%, a forest coverage rate of 52.7%, more than 140 rivers of varying sizes, accounting for 67.6% of Quanzhou's water resources. The city, integration of industry and city, with complete facilities, is beautiful and livable, which is a national ecological city, a model city for livability and workability in China, the most beautiful Chinese tourist destination city, and the honor of first "City of Olympic Champions" in the province.

投资热土

Investment Hot Spot

南安区位优势独特，是福建省区域协同发展的“桥头堡”，也是福建省与台湾融合发展的“先行区”，区域周边有5个国际机场、5个港口、6个高铁动车站点，即将接入地铁和城市轻轨，等级公路里程超4000公里，高速公路密度福建省第1，达到欧洲发达国家水平。营商环境一流，荣膺中国中小城市投资潜力百强第11位、福布斯中国大陆最佳商业城市第4名、赛迪营商百强县第17位。

Nan'an's location is unique, as it is the "bridgehead" of regional synergistic development of Fujian Province and the "pioneer area" of the integration of Fujian Province and Taiwan. The region is surrounded by five international airports, five ports, six high-speed rail stations, with a subway and urban light rail soon to be connected, and a highway mileage of more than 4,000 km, first of the highest highway density in Fujian Province, reaching the level of developed countries in Europe. The business environment is first-class, ranking 11th among the top 100 small and medium-sized cities in China in terms of investment potential, 4th among the best business cities in mainland China according to Forbes, and 17th among the top 100 counties in terms of the business environment according to CCID.

人才港湾

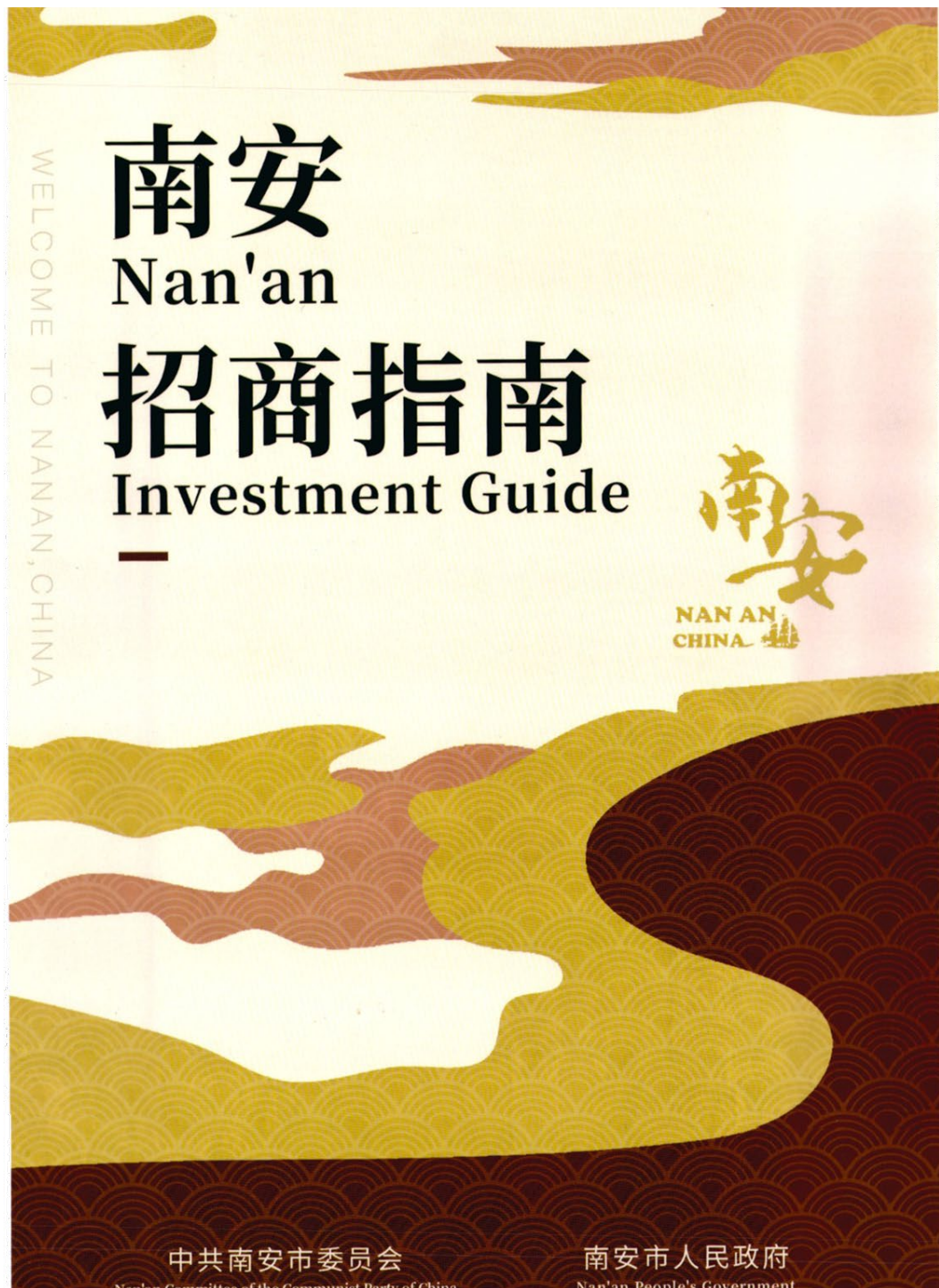
Talent Harbor

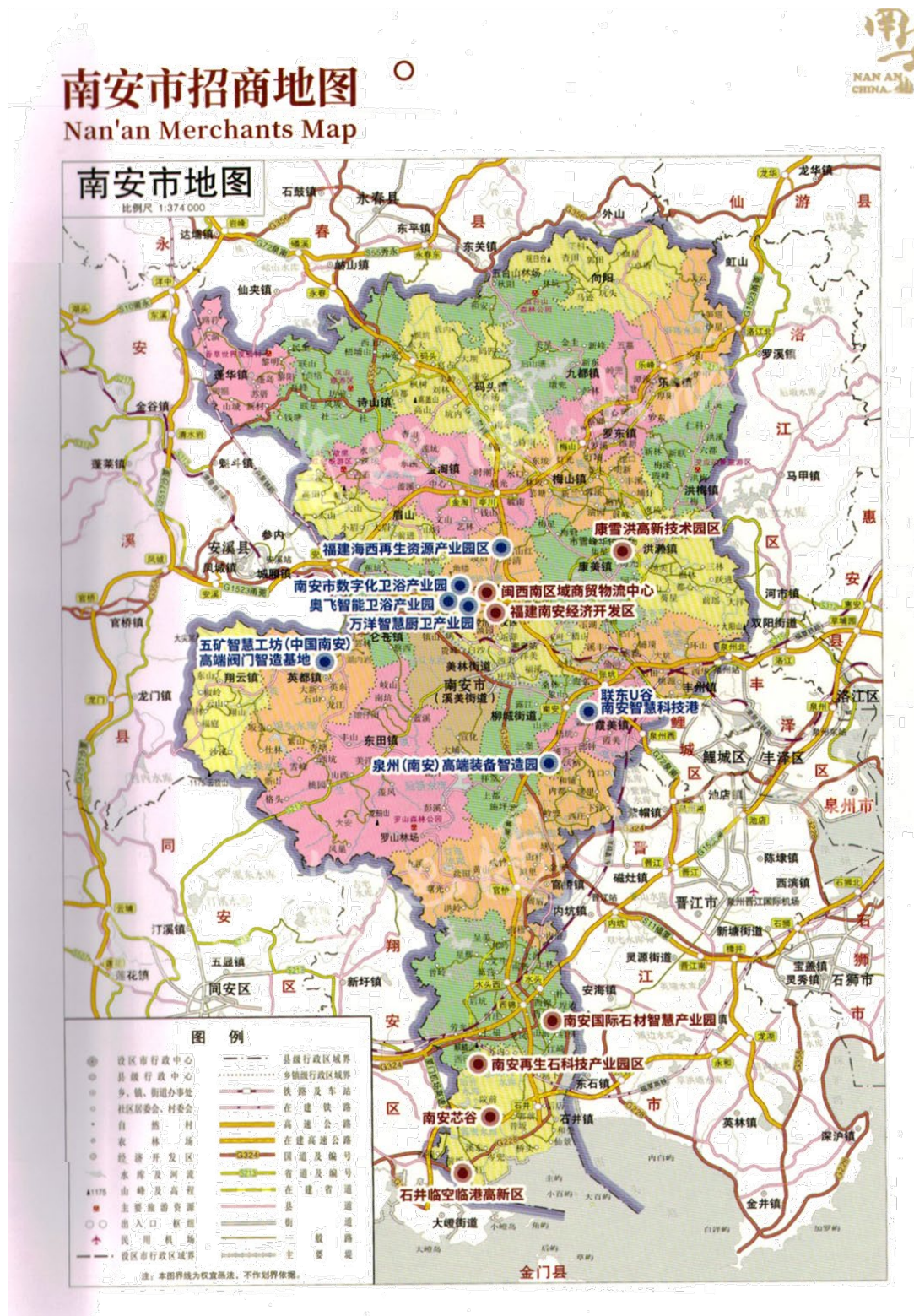
南安纵深推进人才“港湾计划”，制定“1+7+1+N”高层次人才政策体系，做实做细人才服务，全市人才现有总量22.97万人，其中，“万人计划”1人，国家级专家4人，省“百人计划”（团队）7人，省ABC类人才17人，省引进台湾高层次人才2人，省工科类青年人才37人，泉州市高层次人才2193人，南安市高层次人才3785人，建有国家级博士后工作站4个、实验室4个、企业技术中心2个、工业设计中心1个、星创天地2个，是我省第二批“人才强市”试点城市。

Nan'an has deepened the talent "Harbor Plan", developed the "1+7+1+N" high-level talent policy system, and provided fine talent services. The city's existing talent totaled 229,700 people, of which, there is one of "Ten thousand people plan", 4 of national experts, 7 of the provincial "100 People Plan" (Team), 17 of provincial ABC-class talents, 2 of Taiwan high-level talents introduced by the province, 37 of provincial engineering young talents, 2,193 of Quanzhou high-level talents, and 3,785 of Nan'an high-level talents. It has also built 4 national post-doctoral workstations, 4 laboratories, 2 enterprise technology centers, 1 industrial design center, 2 star creation worlds, and is the second batch of pilot cities for the province's "Talent City".











南安投资载体^o

Nan'an Investment Carrier

四个国家级示范基地

Four national demonstration bases

- 国家石材产业外贸转型升级示范基地**
National Stone Industry Foreign Trade Transformation and Upgrading Demonstration Base
 基本形成集矿山开采、石材加工、石材机械、磨具磨料制造、检测仪器、专业市场、出口贸易、工程装饰设计等门类齐全的产业链，是全国唯一的石材产业外贸转型升级示范基地。
 Basically, a set of complete industrial chain integrating mining, stone processing, stone machinery, abrasives manufacturing, testing instruments, professional markets, export trade, engineering decoration design, and other categories has been formed, making it the only national transformation and upgrading demonstration base of foreign trade in stone industry.
- 国家水暖卫浴产业外贸转型升级示范基地**
National Plumbing and Sanitary Industry Foreign Trade Transformation and Upgrading Demonstration Base
 形成集研发、制造、包装、物流、市场销售、产业金融到质量检验为一体的完整产业链，目前国内规模最大、品位最高、专业性最强的水暖卫浴专业市场，掌控着全国75%以上市场份额，是国家水暖卫浴产业外贸转型升级示范基地。
 It has formed a complete industrial chain integrating R&D, manufacturing, packaging, logistics, marketing and sales, industrial finance, quality control and inspection, and is currently the largest, highest-grade, and most professional plumbing and sanitary market in China, controlling more than 75% of the national market share, and is a national plumbing and sanitary industry foreign trade transformation and upgrading demonstration base.
- 国家“城市矿产”示范基地**
National "Urban Mining" Demonstration Base
 打造覆盖广、效率高的专业回收网络体系和集拆解、拆解、加工、交易、资源化利用、无害化处理为一体的完整再生资源产业链产业园区。
 It creates a professional recycling network system with wide coverage, high efficiency, and a complete renewable resources industry chain industrial park integrating decomposition, dismantling, processing, trading, resource utilization, and harmless treatment.
- 国家级电子商务进农村综合示范县（市）**
National Comprehensive Demonstration Counties (Cities) of Introducing E-commerce into Rural Areas
 通过三年电子商务进农村综合示范县创建工作，在推动创业就业、产业转型升级、农产品上行、工业品下行、乡村振兴等方面取得明显成效，确保农村网络零售额、农产品网络零售额年均增速高于全国平均水平，把南安建设成为农村电子商务总体规模大、集聚程度高、支撑体系强、发展环境好、具有区域辐射力和标杆典型作用的国家级电子商务示范县（市）。
 Through the three-year comprehensive demonstration of introducing e-commerce into rural areas, we have achieved significant results in promoting entrepreneurship and employment, industrial transformation and upgrading, upward mobility of agricultural products, downward mobility of industrial products, and rural revitalization. We will ensure that the annual average growth rate of rural network retail sales and agricultural products network retail sales is higher than the national average, and build Nan'an into a national e-commerce demonstration county (city) with a large overall scale of rural e-commerce, a high degree of concentration, a strong support system, a good development environment, regional radiance, and a typical role as a benchmark.

“4+2”现代产业体系

"4+2" Modern Industrial System

- 石材陶瓷** 对标世界顶级水准，规划建设智能制造园区，聚集产品研发设计、生产工艺升级、时尚品牌推广、应用场景再造、营销赛道延展，推动行业逐步向源头控制、装潢设计、创意运用、线上线下展示体验、C端销售、结算中心方向延展。
Stone Ceramics It plans to build an intelligent manufacturing park to achieve the world's top level, encompassing product R&D and design, production process upgrading, fashion brand promotion, application scenario re-engineering, marketing track extension, and driving the industry gradually towards source control, decoration design, creative uses, online and offline display experiences, C-terminal sales, and clearing house direction.
- 水暖厨卫** 结合智能化、健康化潮流，开展空间整理和渠道整合、赛道拓展，开发面向“疫情后”的健康环保、智能感应、环保节水、厨卫一体化的新产品，推动行业逐步向智能加工、行业中心、消费引领、全球竞合方向发展。
Plumbing, Kitchen, and Bathroom By combining with intelligent and healthy trends, it carries out space finishing and channel integration, track expansion, and develop new products integrating health and environmental protection, intelligent induction, environmental protection and water saving, kitchen and bathroom integration for "post-epidemic" condition, gradually leading the industry towards intelligent processing, industry center, consumer-led, and global competition.

南安投资载体

Nan'an Investment Carrier



- **机械装备** 瞄准国家首台（套）重大技术设备和机械重大专项指引，重点发展高端数控机床、工业机器人、成套智能设备。针对传感器、伺服电机、减速器等关键基础环节，开展产业链精准招商和核心技术攻关，提高智能装备产业配套能力。
— **Machinery Equipment** It targets the first set of major technical equipment and special guidelines for machinery, focus on the development of high-end CNC machine tools, industrial robots, and complete sets of intelligent equipment. For sensors, servo motors, reducers, and other key basic components of the link, we carry out accurate investment and core technology research of the industry to improve the capacity of the intelligent equipment industry.
- **日用轻工** 加速从智能制造、设计开发、品类规划、供应能力提效、全供应链数字化可视等进行全面赋能，引导企业走培育品牌、技术升级路线，形成与国际接轨的集产品设计、原材料采购、检测制造、仓储运输、零售批发、订单处理为一体的日用轻工产业集群格局。
— **Daily-Use Light Industry** It accelerates comprehensive empowerment through intelligent manufacturing, design and development, category planning, improved supply capacity and efficiency, visibility of the entire supply chain, thus guiding enterprises along the path of brand cultivation and technology upgrading, ultimately forming an international standard-compliant daily-use light industry cluster pattern encompassing product design, raw material procurement, testing and manufacturing, storage and transportation, retail and wholesale, and order processing.
- **电子信息** 重点引进砷化镓、氮化镓、碳化硅、磷化铟等化合物半导体芯片、外延、衬底生产线，发展半导体制造、光通信器件、微波射频及功率型器件等生产线，同时整合对讲机、安防产业，构建完整的化合物半导体产业集群。
— **Electronic Information** It focuses on introducing compound semiconductor chip, such as gallium arsenide, gallium nitride, silicon carbide, and indium phosphide etc., extend and substrate production lines, develop production lines of semiconductor manufacturing, optical communication devices, microwave radio frequency and power-type devices, while integrate the walkie-talkie and security industries to build a complete compound semiconductor industry cluster.
- **文旅融合** 发挥南安世遗品牌、奥运双冠之城和自然人文禀赋等文旅优势，充分挖掘文旅资源，策划生成招引一批康养度假、矿山修复、旅游主题酒店、文化（风情）街区、网红体育基地、红色文化等重大文旅产业项目，打造区域性旅游目的地。
— **Integration of Culture, Sports and Tourism** It leverages the advantages of Nan'an's World Heritage brand, Olympic double crown of the city, and its natural and humanistic endowment, fully exploring its culture, sports and tourism resources to plan, generate and attract numerous recreation and vacation spots, mine restorations, tourism-themed hotels, cultural (style) neighborhoods, net red sports bases, and red culture projects, creating a regional tourist destination.

六大高端专业市场

Six High-end Professional Markets

- **中国石材城** 目前我国最大的石材加工贸易、原材料集散、物流贸易中心。
— **City of Stone in China** is currently the largest stone processing trade, raw material distribution, logistics, and trade center in China.
- **中国水暖城** 目前国内唯一集科研开发、产品展示、仓储物流为一体的规模最大、档次最高的水暖阀门专业市场。
— **City of Plumbing in China** is currently the only domestic collection of scientific R&D, product display, warehousing and logistics as one of the largest and highest-grade plumbing valve professional market.
- **中国粮食城** 集粮油采购、加工、储藏、贸易、物流、信息、研发于一体的多元化、现代化、生态型粮油大市场。
— **City of Grain in China** is a diversified, modernized, and ecologically-friendly grain and oil market that integrates grain and oil procurement, processing, storage, trading, logistics, information, and R&D.
- **福建闽台农产品市场** 以对台农产品贸易为主，集农产品冷藏、加工、物流等一系列功能的大型涉台、涉农民营商贸市场。
— **Fujian-Taiwan Agricultural Products Market** is a large private trade market with a series of functions, such as agricultural products refrigeration, processing, and logistics, mainly for agricultural product trade between Fujian and Taiwan.
- **泛家居展贸中心** 建设全球建材体验馆、全球建材家居选材中心等功能区，打造中国最具规模和影响力的百亿级建材家居产业集群。
— **The Pan-Homes Exhibition and Trade Center** constructs a global building materials experience hall, a global building materials and home furnishing materials selection center, and other functional areas, so as to create the largest and most influential building materials and home furnishing industry cluster worth tens of billions in China.
- **成辉国际光电贸展城** 以建材、汽配、五金水暖、光电信息等为核心主导的一站式产业体系，规划大型的五金机电市场、建材家居市场、会展中心、星级酒店、商业广场、写字楼等商业业态。
— **Chenghui International Optoelectronic Trade Fair City** is a one-stop industrial system encompassing building materials, auto parts, hardware plumbing, and photoelectric information, among others, plans to create a large hardware and machinery market, building materials and home market, exhibition center, star hotel, commercial plaza, office building, and other commercial business.



泉州厦门区域规划拼接图 ○
Quanzhou-Xiamen regional planning collocation map



园区介绍

Introduction of the park



福建南安经济开发区

Fujian Nan'an Economic Development Zone

是经国家发改委、省政府正式批准设立的省级工业园区，下设智能泛家居产业园、机械光伏产业园、高端智造产业园 3 大产业园，建设服务 17 个产业园区，总规划面积 80 平方公里；下辖园区集团，建立现代化企业管理制度，实现公司化运作，注册资金 10 亿元，总资产 103.76 亿元。开发区坚持“三生融合”“产城融合”的发展理念，推广“龙头企业+行业协会+国有企业”的混合所有制园区发展模式（小微产业园）、“载体+实体+杠杆+虚拟”的平台经济模式、“政府+联盟+企业”的泛家居产业模式、“给外力+强内力”的产业赋能模式，积极培育发展水暖厨卫、机械装备、日用轻工、光电信息、石材陶瓷、消防阀门等专业型园区，先后获评国家新型工业化产业示范基地、国家光电信息高新技术产业化基地、中国可再生能源学会产业化示范基地、海峡两岸科技产业合作基地和省重点装备制造业基地、福建省安全园区等荣誉称号。

It is a provincial-level industrial park formally approved by the National Development and Reform Commission and the provincial government, comprising three major industrial parks - the Intelligent Pan-Home Industrial Park, the Mechanical Photovoltaic Industrial Park, and the High-end Smart Industrial Park - and 17 industrial parks for construction services, with a total planning area of 80 square kilometers. Under the jurisdiction of the park group, a modern enterprise management system has been established to realize corporatization, with a registered capital of 1 billion yuan and total assets of 10.376 billion yuan. The Development Zone insists on the concept of "Integration of Production, Living and Ecology" and "Integration of Industry and City", and promotes the mixed ownership park development model of "Leading Enterprises + Industry Associations + State-Owned Enterprises" (Small and Micro Industrial Park), the platform economy model of "Carrier + Entity + Lever + Virtual", the pan-home industry model of "Government + Alliance + Enterprise", and the industry empowerment model of "Providing External Force + Strong Internal Force". It actively cultivates the development of plumbing and kitchen, machinery and equipment, daily-use light industry, photoelectric information, stone ceramics, fire protection valves, and other professional parks, and has been awarded the honorary titles of national new industrialization industry demonstration base, national photoelectric information high-tech industrialization base, China renewable energy society industrialization demonstration base, cross-strait science and technology industry cooperation base, provincial key equipment manufacturing base, Fujian province safety park, etc.

南安“芯谷”

Nan'an's "Core Valley"

位于南安市石井镇，是泉州芯谷的核心区，总规划面积 33 平方公里，可建设用地面积约 22 平方公里（约 33000 亩），园区条件优越、交通便捷，紧临厦门国际机场，紧接厦门市翔安区，位于泉州厦门 30 分钟经济圈内，将以三安高端半导体项目为龙头，集聚上下游产业链企业，打造全国重要化合物半导体产业基地。

Located in Shijing Town of Nan'an, as the core area of Quanzhou Core Valley, has a total planning area of 33 square kilometers, with a buildable land area of approximately 22 square kilometers (about 33,000 mu). With excellent conditions and convenient transportation, close to Xiamen International Airport and Xiamen Xiang'an District and locates within the 30-minute economic circle of Quanzhou and Xiamen, the park is led by the high-end semiconductor project of San'an and will gather upstream and downstream industrial chain enterprises to build a nationally important compound semiconductor industry base.



石井临空临港高新区

Shijing Adjacent Airport Hi-Tech Zone

位于南安市石井镇东南部海域，与厦门新机场、金门岛隔海相望，临港、临空及对台优势十分突出，规划用海范围约 908 公顷，将依托产业基础及资源优势，抢占空港经济发展先机，重点承接对台产业转移、临空产业、临港产业，与厦门共同打造翔安机场空港经济区。

It is located in the southeastern sea area of Shijing Town of Nan'an, looking across the sea from Xiamen New Airport and Kinmen Island, with prominent advantages of port, air and Taiwan, planning a sea area of about 908 hectares, will rely on the industrial base and resource advantages, seize the opportunity of airport economic development, focus on undertaking the transfer of industries to Taiwan, air industry, port industries, and Xiamen together to build Xiang'an Airport Economic Zone.

康雪洪高新技术园区

Kangxuehong Hi-Tech Park

位于南安市中东部，涵盖康美镇西部区域、洪濑镇西部区域和雪峰经济开发区。园区总规划面积约 24 平方公里，其中已有控规范围 9.2 平方公里，重点引进汽车及配件、工业机器人、可穿戴设备等优势智能制造产业的制造环节，培育发展食品加工和商贸、冷链物流中心、机械智能制造、电子信息等产业，打造以人工智能为主导，兼融教、商、游的综合产业新城。

Located in the central-eastern part of Nan'an, it covers the western area of Kangmei Town, Honglai Town and Xuefeng Economic Development Zone. The total planning area of the park is approximately 24 square kilometers, of which 9.2 square kilometers are already under control. The park focuses on introducing advantageous intelligent manufacturing industries such as automobiles and accessories, industrial robots, and wearable devices, fostering the development of food processing and trade, a cold chain logistics center, mechanical intelligent manufacturing, electronic information and other industries to build a comprehensive industrial new city with artificial intelligence as the main focus, taking into account education, business, and tourism.





园区介绍

Introduction of the park



闽西南区域商贸物流中心 (兴泉铁路南安北站片区)

Southwestern Fujian Regional Trade and Logistics Center (located in the Xingquan Railway Nan'an North Station Area)

位于南安市省新镇兴泉高铁南安北站, 规划用地 3570 亩, 将携手普洛斯、绿地集团完善高铁周边相关服务配套, 建设集高铁站前服务、现代物流运输、智能终端智造、家居生产配套等为主的功能区, 打造闽西南区域商贸物流中心。同时依托物流园区的建设, 发挥高铁站的区域带动作用, 远期该片区将以物流产业为基础, 融合生态居住、商务商贸、度假休闲等功能, 打造南安高端服务业聚集地。

Located in Nan'an of Fujian Province, the new town of Nan'an North Station of Xingquan High-Speed Railway, covering an area of 3,570 acres, will work together with GLP and Greenland Holdings Corporation Limited to improve the services around the high-speed railway support, constructing functional areas for high-speed railway station services, modern logistics and transport, intelligent terminal manufacturing, and home production, thus creating a regional trade and logistics center in Southwestern Fujian. At the same time, relying on the construction of the logistics park and the regional driving role of the high-speed railway station, the area will be based on the logistics industry in the long-term, integrating ecological housing, business commerce, vacation, and leisure functions to create a high-end service industry gathering place in Nan'an.

南安国际石材智慧产业园

Nan'an International Stone Intelligent Industrial Park

位于南安市水头镇下店村和石井镇联丰村, 紧邻滨海工业区, 规划用地约 2000 亩。园区将依托海尔斯工业互联网技术和南安石材产业资源优势, 以“互联网+智能制造”为核心, 打造符合生态、绿色、安全要求, 具备智能制造、协同制造、灯塔工厂、共享工厂、园区物流、集采集供、智能仓储、运营服务、订单拉动等全链条创新生态产业智慧园区, 推动石材产业转型升级。

It is located in Xiadian Village of Shuitou Town in Nan'an, and Lianfeng Village of Shijing Town, adjacent to the Binhai Industrial Zone, with a planned land area of approximately 2,000 mu. Park will rely on Haier COSMOPlat Industrial Internet technology and Nan'an Stone industry resources advantages, taking "Internet + Intelligent Manufacturing" as the core, to build an innovative ecological industrial wisdom park that complies with ecological, green, and security requirements, featuring intelligent manufacturing, collaborative with manufacturing, lighthouse factories, shared factories, park logistics, integrating supply chain, intelligent storage, operation services, and order pulling, so as to promote the transformation and upgrading of the stone industry.



南安再生石科技产业园区

Nan'an Reclaimed Stone Technology Industrial Park

位于南安市石井镇西北侧与水头镇西南侧交界区域, 地处南安市和翔安区的交接要道, 园区分两期投资建设, 建设期为 2021 年-2023 年, 总建筑面积 2210.07 亩, 将建设集仓储物流、石材智能化制造加工、石粉循环利用、矿山公园、集中办公及生活配套等一体化的再生石材生产园区, 打造集创新、智慧、绿色、可持续的高端智能制造石材产业集群区及规模化、集群化的循环经济示范园区。

Located in the junction area of the northwest side of Shijing Town and the southwest side of Shuitou Town in Nan'an, intersecting Nan'an and Xiang'an District, the park is divided into two phases of investment and construction, with a total construction period of 2021-2023 and a total construction area of 2210.07 acres. It will build a set of storage and logistics, stone intelligent manufacturing and processing, stone powder recycling processing, mine park, centralized office and living support and other integrated regenerative stone production park, creating a set of innovative, intelligent, green, and sustainable high-end intelligent manufacturing stone industry agglomeration and scale, as well as a circular economy demonstration park.



五矿智慧工坊(中国南安)高端阀门智造基地

Minmetals Wisdom Workshop (China Nan'an) High-End Valve Intelligent Manufacturing Base

位于南安市英都镇, 由能源工贸集团和五矿城联合建设运营。园区规划用地 635 亩, 通过高标准规划建设龙头企业定制区、小微企业集聚区及综合服务配套区, 重点吸引阀门制造龙头企业及一批优质成长型阀门配套企业、消防器材制造企业入驻园区, 全力打造集生产研发、仓储、展示、检验检测服务等于一体的多功能产业空间, 构建阀门产业智能创新生态链。

Located in Yingdu Town of Nan'an, it is jointly constructed and operated by Energy Industry and Trade Group and Minmetals Town. The park plans to cover an area of 635 acres, with the high-standard planning and construction of leading enterprises custom area, small and micro enterprises clustering area and comprehensive services supporting area, focusing on attracting leading valve manufacturing enterprises and a number of high-quality growing valve supporting enterprises, and fire equipment manufacturing enterprises stationed in the park, to create a multi-functional industrial space with equal production and research, warehousing, display, inspection and testing services, constructing a valve industry intelligent innovation ecological chain.

联东U谷·南安智慧科技港

Liando U Valley-Nan'an Intelligent Technology Park

位于南安市霞美镇光伏基地, 由联东U谷投资建设的小微产业园。园区规划用地 151 亩, 建筑面积约 16 万平方米, 重点引进智能制造、机械装备及电子信息行业企业, 打造集科技研发、中试成果转化、生产组装、高端装备制造于一体的科技产业平台。

Located in the photovoltaic base of Xiami Town of Nan'an, the small and micro industrial park is invested and built by Liando U Valley. The park has an area of 151 mu for planning and an estimated construction area of 160,000 square meters, with a focus on introducing intelligent manufacturing, machinery and equipment, as well as electronic information industry enterprises, in order to create a science and technology industry platform integrating scientific R&D, transformation of pilot results, production and assembly, and high-end equipment manufacturing.





园区介绍

Introduction of the park



泉州(南安)高端装备智造园

Quanzhou (Nan'an) High-end Equipment Manufacturing Park

位于南安市霞美镇埔当村、沃桥村,由园区集团牵头、成辉投资公司建设运营的智能铸造小微产业园。园区规划面积4500亩,其中一期规划用地2000亩,建筑面积约70万平方米,采取“统一设计、统一建设、统一配套、统一运营、统一管理”的模式,重点发展高端、绿色、智能、可循环铸造产业集群,助推产业提档升级,打造省级高端装备制造示范园区。

Located in the village of Pudang and Wobing Village of Xiamei Town in Nan'an, the intelligent casting small and micro industrial park led by the park group and built and operated by Chenghui Investment Company. The park has an area of 4,500 mu, of which 2,000 mu has been planned for the phase I, with a construction area of approximately 700,000 square meters, taking the approach of "unified design, unified construction, unified support, unified operation, and unified management", with a focus on developing high-end, green, intelligent, and recyclable casting industry clusters, thus promoting industrial upgrading and creating a provincial high-end equipment manufacturing demonstration park.

南安市数字化卫浴产业园

Nan'an Digital Bathroom Industrial Park

位于南安经济开发区扶茂工业园,由“国企牵头+多元投入”建设运营。园区规划用地271亩,将围绕水暖厨卫龙头企业上下游产业链来实施建设和招商,全面实施数字化管理,以信息技术为手段,以6大体系智慧应用为支撑,打造泉州市工业(产业)园区标准化建设试点园区。

It is located in the Fumao Industrial Park of Nan'an Economic Development Zone and is constructed and operated by a "State-owned enterprise leading with multiple inputs". The park planning to cover 271 mu, will be centered around the plumbing kitchen and bathroom leading enterprises' upstream and downstream industry chain for the implementation of construction and investment, with full digital management, information technology used as a means to support six systems of intelligent applications, to create a Quanzhou industrial park standardized construction pilot park.



奥飞智能卫浴产业园

Aofei Intelligent Sanitary Industry Park

位于南安经济开发区扶茂工业园,紧邻茂盛路主干道,由九牧集团和上海申虹联合投资建设运营的小微产业园。园区规划用地212亩,建筑面积约35万平方米,拟建18幢标准厂房和2幢配套用房,重点引进中高端卫浴、中高端厨具、智能制造等行业企业,打造智能化数字化全面赋能的全国标杆性小微产业园。

Located in the Fumao Industrial Park of Nan'an Economic Development Zone, adjacent to Maosheng Road, it is a small and micro industrial park jointly invested and operated by JOMOO Group and Shanghai Shenhong. The park has an area of 212 mu, with a construction area of approximately 350,000 square meters, and plans to build 18 standard workshops and 2 auxiliary houses, focusing on the introduction of medium and high-end sanitary ware, medium and high-end kitchenware, intelligent manufacturing and other industrial enterprises, in order to construct a national benchmark small and micro industrial park with comprehensive intelligent digital empowerment.

南安万洋智慧厨卫产业园

Nan'an Wanyang Intelligent Kitchen and Bathroom Industrial Park

位于南安经济开发区扶茂工业园,由万洋众创城投资集团有限公司投资建设的智慧厨卫小微产业园。园区规划用地133亩,建筑面积约21万平方米,采用“统规统建、二次招商、统一管理”的开发运营模式,打造集制造研发、电子商务、仓储物流、生产生活配套、金融服务和智慧园区管理为一体的新型智慧厨卫产业园区。

Located in the Fumao Industrial Park of the Nan'an Economic Development Zone, the Intelligent Kitchen and Bathroom Micro-industrial Park has been invested and built by the Wanyang Zhongchuangcheng Investment Group Co. Ltd. The park has an area of 133 mu and a construction area of approximately 210,000 square meters. It follows the development and operation model of "unified planning and construction, secondary investment, and unified management" to build a new intelligent kitchen and bathroom industrial park, integrating manufacturing R&D, e-commerce, warehousing and logistics, production and living support, financial services, and intelligent park management.



福建海西再生资源产业园区

Fujian Haixi Renewable Resources Industrial Park

位于南安市省新镇,是国家发改委及财政部批复的国家49个“城市矿产”示范基地之一。园区总规划面积5029亩,目前已开展一期1578亩、二期1602亩的建设,按小微产业园模式建设集再生资源分拣、拆解、加工、交易、资源化利用、无害化处理为一体的产业链完整的高新产业园区。

Located in the new town of Nan'an, it is one of the 49 national "Urban Mineral" demonstration bases approved by the national development and reform commission and the ministry of finance. The park has a total planned area of 5,029 mu, and has already completed the construction of 1,578 mu in Phase I and 1,602 mu in Phase II. It is a high-tech enterprise park with a complete industrial chain integrating sorting, dismantling, processing, trading, resource utilization, and harmless treatment of renewable resources, modeled after small and micro industrial parks.

Friendship City - Taormina or S.Teodoro, Sicily

COUNCILLOR WORKSHOP MEETING 9 JULY 2024

What is a Friendship City and how would it work?	
What do you see as the strategic objectives and benefits of establishing a Friendship City relationship?	To create friendship & understanding between peoples & lay a foundation of goodwill & exchange for future generations.
What specific criteria should be used to select potential Friendship Cities?	Our community has residents from Italy.
How will the Friendship City initiative align with our city's long-term goals and priorities?	Demographics in our community is diverse - please refer to Council's strategic document which shows the diverse community.
What resources, both financial and human, will be required to establish and maintain this partnership?	Letters & emails & possible telephone calls by CM.
What potential challenges or risks could arise from establishing a Friendship City, and how can they be mitigated?	None - possible language barrier but can be overcome with translators.
How will the process of selecting, formalising, and maintaining the Friendship City relationship be managed?	Council should maintain a ledger with annual contact & promote exchange students & possibilities & promote tourism between cities in the community.
What opportunities exist for collaboration and exchange between our city and the chosen Friendship City?	Refer above.
How will the impact and effectiveness of the Friendship City initiative be evaluated and measured?	Annual communication & promotion of tourism.
How will the broader community be engaged and involved in the decision-making process regarding the establishment of a Friendship City?	Refer above.

Friendship City Survey - June 2024

4

COUNCILLOR WORKSHOP MEETING 9 JULY 2024

Potential Friendship City	
Councillor	Nello Hall
Suggested Friendship City	Taormina or Steodoro, Sicily.
Connections and touch points between Stratfield and the Friendship City	to be communication between councillors / Mayor.
What form would the Friendship City relationship take e.g. information sharing, learning and / or repairing past relations	Refer previous page.
How long would the Friendship City last?	As long as it is kminated by either party.

Potential Friendship City	
Suggested Friendship City	
Connections and touch points between Stratfield and the Friendship City	
What form would the Friendship City relationship take e.g. information sharing, learning and / or repairing past relations	
How long would the Friendship City last?	

Friendship City Survey - June 2024

Item CC50 - Attachment 2

**Proposal for Establishing a Friendship Municipality Relationship between
Strathfield Council, NSW, Australia, and Rainas Municipality, Nepal**

To: Cr John-Paul Baladi, Mayor of Strathfield Council

Date: 21st October 2024

**Subject: Proposal for Establishing a Friendship Municipality Relationship with
Rainas Municipality, Nepal**

Dear Mayor Baladi,

I hope this letter finds you well. My name is Santosh Neupane, a resident of 85 Park Road, Homebush. I am writing to formally propose the establishment of a friendship municipality relationship between Strathfield Council and Rainas Municipality in Nepal. This relationship would foster cultural exchange and bring advantages to both municipalities, recognizing that Rainas is part of a developing country and Strathfield belongs to one of the most developed regions in the world.

Overview of Rainas Municipality

Rainas Municipality is located in the Lamjung District of Gandaki Province, central Nepal, and was officially formed on 19th September 2015. The municipality was created by merging six former Village Development Committees (VDCs): Tarkughat, Dhamilikuwa, Chakratirtha, Bhalayakharka, Pyarjung, and Mohoriyakot. It covers an area of 73 square kilometers and has a population of 18,527, according to the 2011 census. The municipal center is based in Tinpile, Chakratirtha VDC.

Rainas has a rich historical legacy. It is named after Rainaskot, a strategic fort used by Bhakti Thapa, a national hero who defended Nepal from British imperialism in the early 1800s. The region played a vital role in protecting Nepal during the Anglo-Nepalese War, enhancing its historical and cultural significance. Today, the population is ethnically diverse, comprising Brahmins, Chhetris, Gurungs, Tamangs, and other castes, reflecting Nepal's multicultural heritage.

Rainas is predominantly rural, with agriculture being the main source of livelihood. The municipality's agricultural output includes crops like maize, millet, and rice, and it has a growing interest in sustainable farming practices. The tourism potential of Rainas is gradually developing, thanks to its scenic beauty, historical landmarks, and cultural richness. However, the area faces challenges such as limited infrastructure, lack of access to advanced educational and healthcare facilities, and a need for more robust economic opportunities, which make international partnerships critical for its growth and modernization.

Benefits of a Friendship Municipality Relationship

1. **Cultural Exchange and Promotion of Multiculturalism:** A formal relationship would provide opportunities for sharing traditions, festivals, and cultural practices between Strathfield and Rainas. Rainas can introduce its rich heritage, such as the festivals of Dashain and Tihar, while Strathfield can share its multicultural engagement practices. This partnership would reinforce Strathfield's reputation as a leader in promoting diversity and global engagement.
2. **Educational and Community Engagement:** This partnership could pave the way for educational collaborations, such as exchange programs for schools, universities, and community groups. Students and residents of Strathfield could gain global awareness, particularly regarding the challenges faced by developing regions like Rainas. Similarly, Rainas could benefit from exposure to advanced educational methodologies and resources that would support the local community's development.
3. **Access to Expertise and Resources:** Rainas would greatly benefit from Strathfield's experience in urban planning, infrastructure development, and sustainable governance. As Rainas continues to grow and modernize, Strathfield's expertise in managing urban growth, infrastructure projects, and environmental sustainability could provide valuable insights. Collaborative projects could focus on areas like improving access to clean water, developing sustainable agricultural practices, and expanding Rainas's tourism sector to promote economic growth.

Request for Consideration

I kindly request that this proposal be presented at an upcoming Council meeting. I would be honored to serve as the liaison for communication between the two municipalities, ensuring a fruitful partnership. This relationship would not only enhance Strathfield's cultural diversity but also contribute to the sustainable development of Rainas Municipality.

Thank you for considering this proposal. I look forward to your response.

Warm regards,
Santosh Neupane
Resident of [REDACTED] Homebush, 2140
Phone: [REDACTED]

LC4 CURRENT STATUS OF COUNCIL RESOLUTIONS

AUTHOR: David McQuade, Senior Governance Officer

APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That the report on the status of Council Resolutions be noted.

PURPOSE OF REPORT

To report on the current status of Council resolutions.

REPORT

Attached is a summary of the outstanding and acquitted Council resolutions.

FINANCIAL IMPLICATIONS

Funding will be reviewed in line with the approval budget as actions progress.

ATTACHMENTS

1. [📄](#) Outstanding Council Resolutions

Outstanding Council Resolution Actions

Meeting Date	Resolution	Subject	Comments
28 October 2025	360/25	2024-2025 ARIC Attestation	Included in Annual Report submitted to November 2026 Ordinary meeting
28 October 2025	332/25	Active Transport Plan Review	Planning for the review has commenced
28 October 2025	331/25	Beautifying Industrial Areas in Strathfield Local Government Area	Planned for February 2026 Ordinary meeting agenda
28 October 2025	333/25	Better Signage for Council's Off-Street Car Parks	Investigation has commenced
28 October 2025	334/25	Consideration of Industrial Lands and Impacts on Adjoining Residents	Planned for April 2026 Ordinary Meeting agenda
28 October 2025	355/25	Council Committee Venues	Planned for February 2026 Ordinary meeting agenda
28 October 2025	342/25	Draft Report for Review of Powells Creek Corridor Plan of Management and Public Hearing for Community Land at 20A Parramatta Road	Planned for February 2026 Ordinary meeting agenda
28 October 2025	367/25	Electric Vehicle Charging Stations - Update on Consultation	Planned for November 2025 Ordinary meeting agenda
28 October 2025	362/25	Establish a Panel to Determine the 2026 Citizen and Young Citizen of the Year	Panel meet in December 2025 to determine recipient
28 October 2025	359/25	Markets in Homebush	EOI for market operator published in November 2025
28 October 2025	351/25	Mason Park Wetland Improvement Project - Progress, Environmental Status and Grant Utilisation	Planned for February 2026 Ordinary Meeting agenda
28 October 2025	327/25	Mayoral Minute 24/25 - Adoption of the Our Backyard River Campaign Objectives (Howard)	Planned for April 2026 Ordinary Meeting agenda
28 October 2025	356/25	Minor Works Heritage Grant Program - Heritage Conservation Areas	Planned for April 2026 Ordinary meeting agenda
28 October 2025	350/25	Mobile Play Van	Commenced engagement, planned for March 2026 Ordinary meeting agenda
28 October 2025	330/25	Outdoor Dining Area Safety Study	Work commenced, planned for March 2026 Ordinary meeting agenda

Meeting Date	Resolution	Subject	Comments
28 October 2025	353/25	Oxford Road Timed Parking	Work commenced, planned for February 2026 Ordinary meeting agenda
28 October 2025	365/25	Planning Proposal to amend Strathfield LEP 2012 - Amendment to Schedule 5, Part 2 - Heritage Conservation Areas (HCA)	Planned for November 2025 Ordinary meeting agenda
28 October 2025	352/25	Project 1 Million	Planned for March 2026 Ordinary meeting agenda
28 October 2025	361/25	Public Exhibition of Draft Code of Meeting Practice	Planned for December 2025 Extraordinary meeting agenda
28 October 2025	329/25	Ranger Operations and Responsibilities Within the Strathfield LGA	Planned for November 2025 Ordinary meeting agenda
28 October 2025	343/25	Strathfield Heritage Awards Program	Planned for March 2026 Ordinary meeting agenda
28 October 2025	371/25	Strip of Land, Parramatta Road, Homebush	Implementation of resolution has commenced
28 October 2025	357/25	Tree Poisoning Response and Signage at 65 Abbotsford Road	Implementation of resolution has commenced with temporary signs installed. Investigating permanent sign installation.
28 October 2025	358/25	Vacant Shop Fronts	Planned for April 2026 Ordinary meeting agenda
30 September 2025	293/25	Shopkeeper Parking Permits - Councillor John-Paul Baladi	Planned for November 2025 Ordinary meeting agenda
30 September 2025	292/25	Re-Prioritisation of Local Roadworks - Councillor John-Paul Baladi	Report to be considered as part of the Budget process for 2026/2027
30 September 2025	291/25	A Greener Flemington - Councillor John-Paul Baladi	Resolution being implemented - report planned for April 2026 Ordinary meeting agenda
30 September 2025	287/25	Strathfield Garden Beautification and Awards Program	Planned for November 2025 Ordinary meeting agenda
30 September 2025	290/25	Local Road Works - Councillor John-Paul Baladi	Considered at 18 November 2025 Local Transport Forum
30 September 2025	289/25	Ending Dumping in Strathfield	Planned for March 2026 Ordinary meeting agenda
30 September 2025	303/25	Wellbeing Committee Re-establishment Proposal	Expression of Interest reporting to November meeting first meeting in December

Meeting Date	Resolution	Subject	Comments
30 September 2025	312/25	Economic Development and Commercial Update	Planned for February 2026 Ordinary meeting agenda
30 September 2025	311/25	Beautiful Business Grants Update	Planned for March 2026 Ordinary meeting agenda
30 September 2025	309/25	Loftus Lane Closure and Enhancements - Project Update	Planned for February 2026 Ordinary meeting agenda
30 September 2025	304/25	Community Grants Outcomes 2025/2026	Planned for November 2025 Ordinary meeting agenda
30 September 2025	306/25	Stray Cats	Planned for April 2026 Ordinary meeting agenda
30 September 2025	308/25	Amendment to Council's 2025/2026 Fees and Charges to Reflect Changes in NSW Food Regulation 2025 fee Schedule under the Food Act 2003 (NSW)	Planned for November 2025 Ordinary meeting agenda
30 September 2025	307/25	Proposed Amendment to Part P Heritage of Strathfield Development Control Plan - Site Classification Criteria for Heritage Conservation Areas	Planned for the February 2026 Ordinary meeting agenda
26 August 2025	262/25	Wellbeing Committee	Planned to hold first committee meeting in December 2025
26 August 2025	270/25	Cleaner and Greener Streets Committee	Resolution being implemented – EOI for committee member closed and being assessed
26 August 2025	271/25	Minutes - Local Transport Forum Meeting on 19 August 2025	Ongoing
26 August 2025	261/25	Fully Lit Bike Path	Planned for April 2026 Ordinary meeting agenda
26 August 2025	275/25	Licence Negotiation Process and Strategy	Resolution being implemented – meeting held with tenants
26 August 2025	267/25	Renewing Council's current Sister City Arrangement and request for a Report to Establish New Friendship Cities with Strathfield Council	Planned for November 2025 Ordinary meeting agenda
26 August 2025	242/25	Mayoral Minute 22/25 - Development of a Local "Strathfield Pattern Book"	Planned for February 2026 Ordinary meeting agenda
26 August 2025	259/25	Recognising our Connection with the Korean-Australian	Planned for April 2026 Ordinary meeting agenda

Meeting Date	Resolution	Subject	Comments
		Community and Preparation of a Masterplan for Powells Creek Linear Park, Including 26 and 28 Pomeroy Street, Homebush	
22 July 2025	216/25	Loftus Lane Closure and Enhancements - Project Update	Planned for February 2026 Ordinary meeting agenda
22 July 2025	213/25	Design Excellence and Design Review Framework	Planned for February 2026 Ordinary meeting agenda
27 May 2025	142/25	A study to identify measures to enhance the safety of Strathfield Square	Planned for March 2026 Ordinary meeting agenda
27 May 2025	143/25	Cessation of nonessential Council Events	Planned for November 2025 Ordinary meeting agenda
27 May 2025	131/25	Night Time Economy - Strathfield Local Government Area	Planned for February 2026 Ordinary meeting agenda
29 April 2025	114/25	Homebush TOD Local Infrastructure Contributions Plan	Awaiting decision by the Minister, anticipated in early 2026
29 April 2025	81/25	Mayoral Minute 06/25 - Valuation and Future Use of Right of Way at St Patrick's College, Strathfield	Planned for November 2025 Ordinary meeting agenda
29 April 2025	82/25	Mayoral Minute 07/25 - Lease Extension and New Licence for Hudson Park Oval	Resolution being implemented – Staff have met with St Patricks College
25 March 2025	72/25	Report on possible Geographical Names Board Application	Planned for November 2025 Ordinary meeting agenda
1 November 2022	237/22	Community Garden in Strathfield South	Resolution being implemented as part of the Recreation and Wellness Strategy
1 November 2022	239/22	Shade Covers Over Playgrounds	Resolution being implemented as part of the Recreation and Wellness Strategy

Acquitted Council Resolutions

Meeting Date	Resolution	Subject	Comments
28 October 2025	353/25	Opportunities for Community Facilities in the Homebush TOD Precinct	To be included in future report on Homebush TOD Masterplan for Powells Creek
28 October 2025	364/25	Establishment of a Cultural, Arts and Performance Centre in the Strathfield LGA (Resolution 269/24)	Presented to Council Meeting 28 October 2025
28 October 2025	363/25	Draft Annual Financial Statements - 30 June 2025	Presented to Council Meeting 28 October 2025
30 September 2025	305/25	Enterprise Risk Management Policy and Framework	Policy and framework adopted
30 September 2025	278/25	Mayoral Minute 23/25 - T21-2025 Town Hall Lift Replacement - Design and Construction	Contract has been awarded
26 August 2025	265/25	Minutes - Councillor Workshop 13 August 2025	Completed
26 August 2025	240/25	Mayoral Minute 20/25 - Gapyeong County Flood Recovery Appeal	Funds sent to Gapyeong County and correspondence from Mayor
26 August 2025	263/25	Vehicle Movement Disruption at the Crossing in front of Plaza Shopping Centre	Presented to 28 October 2025 Council Meeting
26 August 2025	246/25	Annual Heritage Awards	Presented to 28 October 2025 Council Meeting
26 August 2025	268/25	'Towards a Circular Economy 2035' Waste Strategy	Presented to 28 October 2025 Council Meeting
22 July 2025	224/25	Beautiful Businesses Grant	Presented to 30 September 2025 Council Meeting
22 July 2025	197/25	Fairylights in Strathfield CBD	Funding will be considered as part of the 2026/2027 budget process

LC5 TENDERS ADVERTISED AND AWARDED OCTOBER AND NOVEMBER 2025

AUTHOR: David McQuade, Senior Governance Officer

APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That Council receives and notes the report of tenders advertised and awarded in the months of October and November 2025.

PURPOSE OF REPORT

This report details Council tenders advertised and awarded in the months of October and November 2025.

REPORT

Tenders advertised in October and November 2025

Date Advertised	Date Closing/Closed	Tender Description	Status
05/11/2025	26/11/2025	T25-2025 Booking Management System	Published
05/11/2025	26/11/2025	T26-2025 - Cooke Park Skatepark	Published
01/08/2025	29/08/2025	T20-2025 Legal Services	Evaluation completed; report preparation is in progress
12/11/2025	03/12/2025	T27-2025 Urban Forest Strategy and Street Tree Masterplan	Published

Tenders awarded in October and November 2025

Date Awarded	Tender Description	Successful Tenderer
16/10/2025	T21-2025 Town Hall Lift Replacement – Design & Construct	Sullivans Constructions (Aus) Pty Ltd
30/10/2025	T19-2025 Strathfield Park Revitalisation Construction WSIG	Greater West Landscape Pty Ltd

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

- CONFIDENTIAL** - T19-2025- Strathfield Park - General Manager Briefing Note_Redacted - *Circulated in Confidential Under Separate Cover Attachments document*
- CONFIDENTIAL** - T21-2025 - Town Hall Lift Replacement – General Manager Briefing Note_Redacted - *Circulated in Confidential Under Separate Cover Attachments document*

CCS1 ENDORSEMENT OF ANNUAL REPORT 2024-2025
AUTHOR: Ishan Acharya, Senior Coordinator Corporate Planning & Performance
APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That Council:

1. Approve and endorse the content and design of the 2024–2025 Annual Report, noting that there may be some minor changes to the design of the document after endorsement.
2. Approve the 2024-2025 Annual Report to be submitted to the Office of Local Government and published on Council's website by 30 November 2025.

PURPOSE OF REPORT

To seek Council's endorsement of the 2024-2025 Annual Report for submission to the Office of Local Government and publication on Council's website.

REPORT

The 2024–2025 Annual Report provides an overview of Council's performance, achievements and financial position for the period 1 July 2024 to 30 June 2025. It demonstrates Council's accountability to the community by reporting on progress of the Delivery Program and Operational Plan, and by meeting the statutory reporting obligations under the *Local Government Act 1993* and *Local Government (General) Regulation 2021*.

The report also highlights key milestones and achievements delivered during the year, including the **celebration of Strathfield's 140-year anniversary**, progress of major capital works, community engagement activities, and the continued delivery of quality services and infrastructure across the Local Government Area.

The audited financial statements for the year ended 30 June 2025 are included within the Annual Report, **providing a complete and transparent account of Council's financial performance in accordance with** legislative and audit requirements.

Following feedback from the Executive Leadership Team, Senior Leadership Team, and other internal stakeholders, all design and content amendments have been finalised. The Annual Report is now in its final designed format, ready for submission and publication.

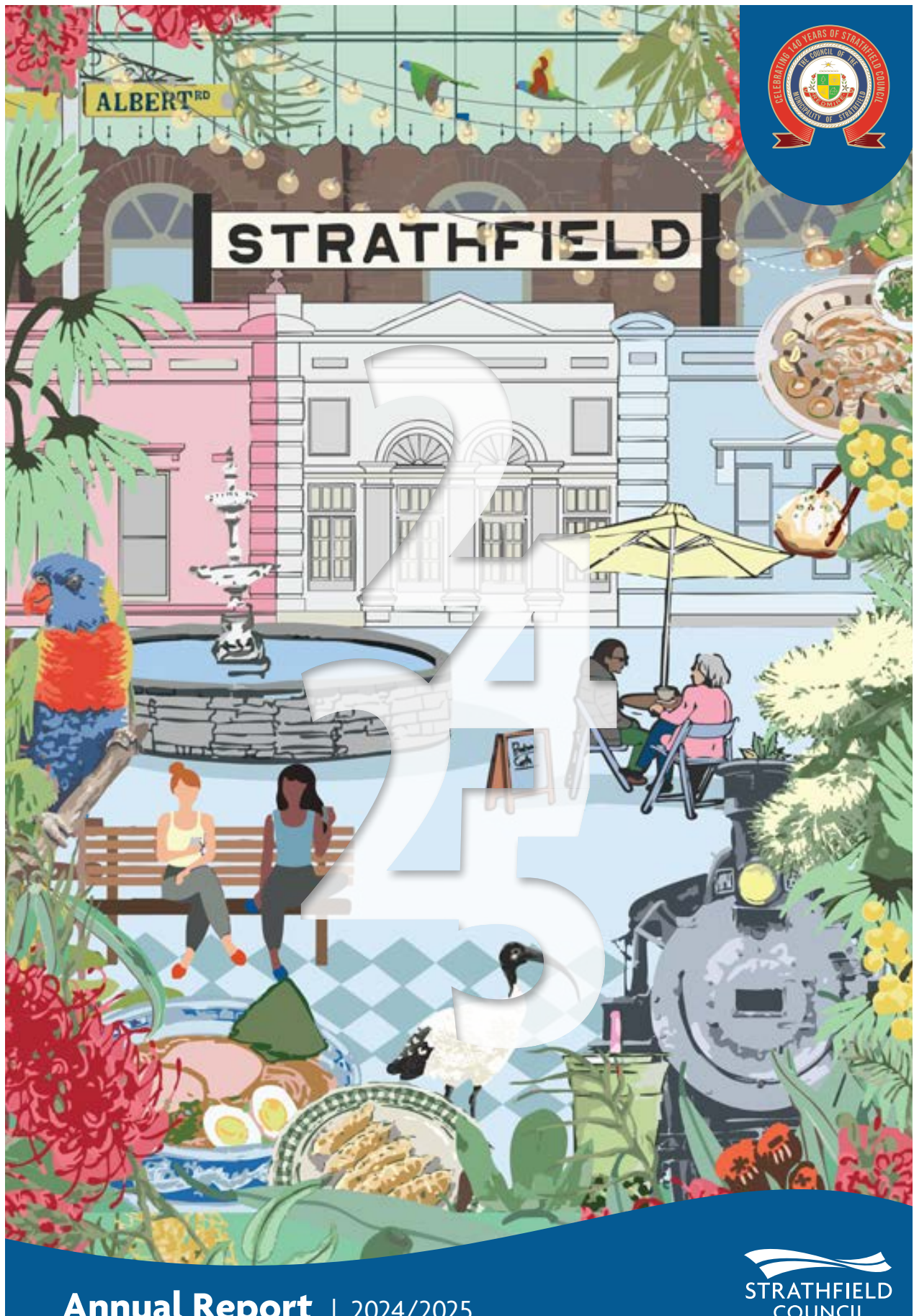
The report will be submitted to the Office of Local Government and published on Council's website by 30 November 2025, in accessible PDF and digital formats to ensure broad community access and transparency.

FINANCIAL IMPLICATIONS

The cost associated with preparing the Annual Report has been included in the 2025-2026 budget.

ATTACHMENTS

1. [Strathfield Council Annual Report 2024-2025](#)





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

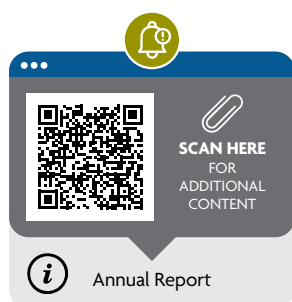
We are committed to ensuring that our Annual Report is accessible and inclusive for all members of our community. We recognise the rich cultural and linguistic diversity that makes Strathfield unique, and we strive to make our information available in ways that are easy to access, understand and share.

This document is available in multiple formats to suit different needs. Please view or download the 2024–2025 Annual Report:

- ▶ Online at strathfield.nsw.gov.au
- ▶ As an accessible PDF, HTML, or digital flipbook version - scan QR below or visit strathfield.nsw.gov.au/Council/Reports-and-Registers
- ▶ 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 स्ट्रैथफील्ड काउंसिल से (02) 9748 9999 पर संपर्क करें।

Arabic

هل تحتاج إلى مساعدة في لغتك؟ اتصل بـ خدمة الترجمة في المجلس (02) 9748 9999 لترتيب خدمة الترجمة.

Nepalese

तपाईंको भाषामा सहयोग चाहनुहुन्छ? दुभाषी सेवा व्यवस्थिति गर्न स्ट्रैथफील्ड काउन्सिलमा (02) 9748 9999 मा सम्पर्क गर्नुहोस्।

Tamil

உங்கள் மொழியில் உதவி தேவையா? மொழி மொழிபெயர்ப்பு சேவையை ஏற்பாடு செய்ய ஸ்டிராஸ்பீல்ட் கவுன்சிலுடன் (02) 9748 9999 என்ற எண்ணில் தொடர்பு கொள்ளவும்.



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Appendix

Appendix A: Audited Financial Statements 2024-25
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A Message from the Mayor

It's a pleasure to welcome you to Strathfield Council's 2024-25 Annual Report. This past year has been one of celebration, connection and progress, a year where our community came together to mark important milestones, share in local events, and continue building a bright future for Strathfield.

On behalf of my fellow Councillors, I want to say what an honour it is to serve you. Over our four year term, we are committed to fostering a vibrant, inclusive and caring community, where everyone feels valued and connected. Together, we'll keep building on our shared values and delivering outcomes that make a real difference in people's lives.

A highlight of the year was celebrating 140 years of service to our community, an incredible milestone that reminded us just how far Strathfield has come. From our Ceremonial Council Meeting and the historical exhibition at the Ironbark Gallery, to the Homebush Vibes Festival that drew more than 10,000 locals, each event captured the spirit of Strathfield, proud, diverse, and full of life. It was a wonderful chance to honour our past, celebrate our present, and look forward to our future together.

We've also continued to deliver programs and events that bring people together, from educational activities for our young people to engaging programs for our seniors. We celebrated the International Day of People with Disability, supported Share the Dignity campaigns, and hosted community initiatives that promote inclusion, respect and awareness.

This year we've made great strides in improving the place that bring us together. The Hudson Park tunnel upgrade has made it easier and safer for everyone to move between the east and west sides of the park, and

the Loftus Crescent Forecourt upgrade in Homebush has created a more welcoming space right outside the railway station, a place to pause, connect and enjoy.

As we look ahead to 2025–26, Council will continue to focus on strengthening community connections, expanding opportunities for people to get involved, and delivering projects that support our growing and diverse community. We're committed to keeping Strathfield a great place to live, work and visit, now and for generations to come.

Finally, I want to say a heartfelt thank you to our General Manager, Michael Mamo, and all of our Council staff. Your hard work, care and commitment make everything we do possible. And to our residents, businesses and community groups, thank you for your ongoing support and for being the heart of Strathfield.



Benjamin Cai
Mayor of Strathfield



A Message from the General Manager

It is a great pleasure to present Strathfield Council's 2024-25 Annual Report. This has been a remarkable year for our community as we proudly celebrated 140 years since the establishment of Strathfield.

This milestone gave us a chance to reflect on our rich history, honour our heritage, and celebrate everything that makes Strathfield such a special place to live, work and play. Through a series of community events and activities, our 140-year celebrations brought people together, showcased local creativity and history, and strengthened the sense of pride and connection that defines our community.

This year also saw the election of a new Council following the September 2024 Local Government Elections, bringing fresh perspectives and ideas for Strathfield's future. It has been a pleasure working alongside our Mayor and Councillors, and I look forward to continuing this partnership to deliver positive and lasting outcomes for our community in the years ahead.

Throughout the year, we continued to invest in liveable neighbourhoods, public spaces and the environment. Our initiatives, from the village centre revitalisation program and playground upgrades to National Tree Day and the Urban Rivers and Catchments Project are helping to create greener, more connected spaces for everyone to enjoy.

We've made great progress on our Western Sydney Infrastructure Grant (WSIG) projects, which are on track for completion soon. These major upgrades across Hudson District Park, Strathfield Park, Airey Park, Begnell Field and Cooke Park will deliver enhanced recreation facilities and promote health, wellbeing and social connection.

In 2024-25, financial sustainability remained one of our top priorities. Council continued to maintain steady revenue growth, manage costs responsibly and invest in essential infrastructure and services, ensuring public funds are used wisely and that Strathfield remains resilient, well-served and future-focused.

As we look ahead to 2025-26, our focus will be on planning for future growth and diversity, guided by our Strathfield 2040 Community Strategic Plan. We will

continue to advance the Homebush Transit-Oriented Development (TOD) Precinct, which will deliver around 230 affordable housing units alongside improved transport and local amenity.

Importantly, we are also developing a draft Masterplan for the Strathfield Town Centre, which will help shape the future of one of our key destinations, setting a clear vision for how this important precinct can evolve into a more connected, vibrant and people-friendly centre in the years to come.

We'll continue progressing economic initiatives, restoring wetlands, enhancing biodiversity and improving public spaces, all to ensure Strathfield remains liveable, sustainable and welcoming for generations to come.

I am incredibly proud of what we have achieved together this year. I extend my sincere thanks to our staff, Councillors and community partners for their commitment and dedication. Together, we will continue to build on this momentum, shaping a vibrant, inclusive and future-ready Strathfield.



Michael Mamo
General Manager

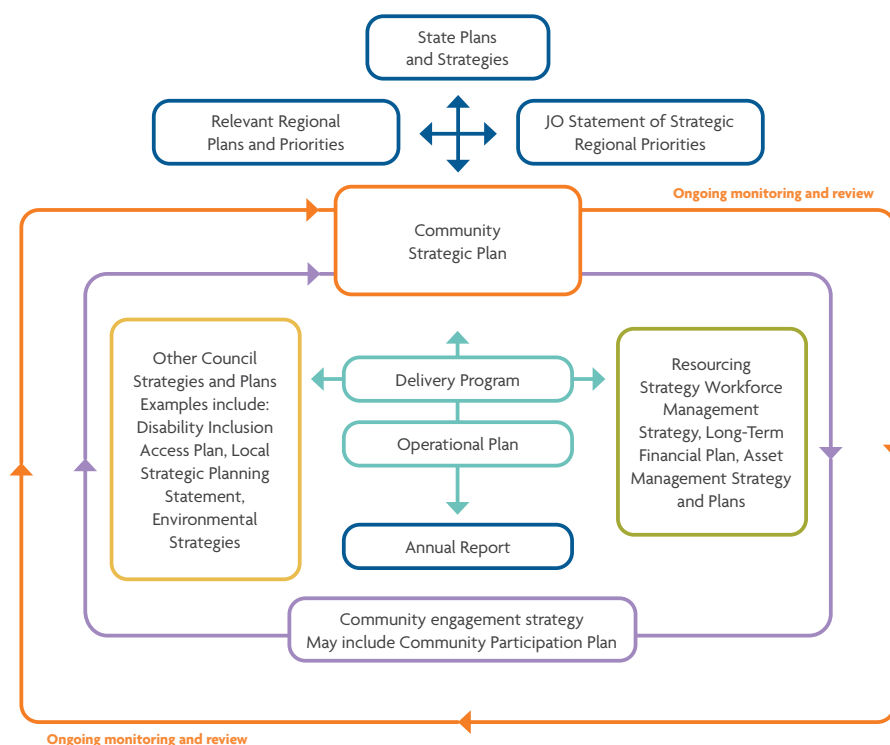


About our Annual Report

Welcome to our 2024/2025 Annual Report.

Our **Annual Report** provides a clear and transparent account of what we've achieved over the past financial year, showing how we have delivered on our strategic plans and commitments to the community.

The Annual Report forms part of our broader suite of **Integrated Planning and Reporting (IP&R) documents**, which together guide our work and ensure we remain focused on the priorities that matter most to our community.



These include:

Community Strategic Plan (CSP)	Our long-term Roadmap (10+ years), reflecting the community's aspirations and values
Delivery Program	Our four-year plan outlining the specific actions we will take to deliver the CSP
Operational Plan	Our annual plan that set out the projects, programs, and services we will deliver each year underneath the Delivery Program
Progress Reports	Regular updates that track progress against the Delivery Program and Operational Plan

These reports are supported by our **Resourcing Strategy**, which ensures we have the financial, workforce, and asset resources to achieve our goals, and our **Community Engagement Strategy**, which ensures the voices of our residents help shape our decisions.

Together, the IP&R framework helps us plan effectively, deliver with purpose, and remain accountable to the community we serve.

How to read our Annual Report

Our Annual Report is designed to give you a clear and accessible overview of our achievements, performance, and accountability over the past financial year (1 July 2024 to 30 June 2025). It is divided into four parts:

Part A - Introduction

Here we introduce who we are, our vision, values, and strategic priorities, setting the scene for the year and explaining how we plan and deliver services to our community

Part B - Our Year in Review

This section highlights the events, projects, programs, and initiatives we've delivered, celebrating our achievements and showing how we've performed against our strategic priorities

Part C - Financial Performance

We provide a clear picture of our financial position, including income, expenditure, and sustainability. This helps you, our community, understand how we manage resources to support services and initiatives

Part D - Statutory Reporting


This section contains our mandatory reporting information as required by legislation, including governance, compliance, and other accountability measures, demonstrating our commitment to transparency and good governance.

Our Vision

Our long-term vision, as outlined in our Strathfield 2040 Community Strategic Plan (CSP), reflects what our community aspires to for the future:

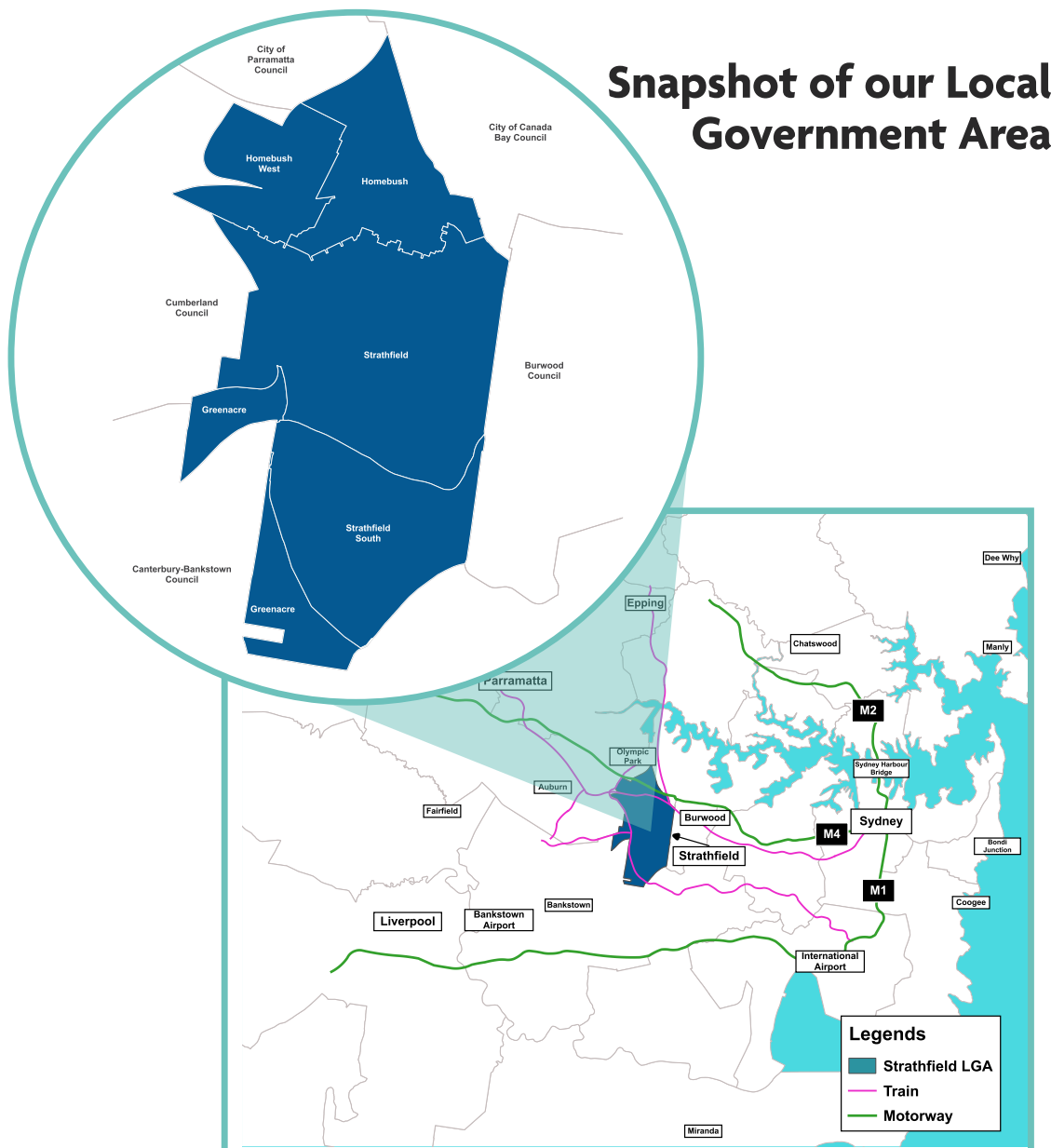
“At the heart of Sydney – a liveable, sustainable and growing community. Connected, culturally rich, vibrant and leafy. Proud of its heritage, character and parklands. A place of learning and productivity that is accessible to all.”

Through the CSP, we focus on six priority areas to bring this vision to life:

	Connectivity	Keeping our communities and businesses well connected through transport, infrastructure, services, and information
	Community Wellbeing	Strengthening connections across our diverse community, improving access to recreation and open spaces, and promoting health and safety
	Celebrating Culture and Place	Supporting local identity, innovation, and economic growth, and recognising the achievements that make our community unique
	Liveable Neighbourhoods	Planning our urban spaces thoughtfully, protecting the natural environment, and improving sustainability and resource efficiency
	Responsible Leadership	Delivering accountable, engaged, and responsive leadership that serves our community effectively
	Future Growth*	Creating quality places to live and work, supported by transformative infrastructure and services that open new opportunities for everyone

**Future Growth: Included in updated Strathfield 2040 Community Strategic Plan.*

Through these priorities, we are working together to build a connected, vibrant, and sustainable Strathfield that reflects what our community value most.



Strategic Location

Situated at the heart of Sydney, Strathfield offers easy access to the CBD while maintaining strong connections to Western Sydney. Our excellent transport links make our LGA highly accessible for residents, businesses, and visitors, whilst supporting daily life, economic growth, and new opportunities.

Our central location also positions Strathfield as a gateway to major education and employment hubs across Sydney, making it an attractive place for education, work, and investment.

Combined with our leafy, vibrant character and welcoming local centres, Strathfield is a place where people can live, work, learn, and play.

140 Years of Strathfield

This year marked our 140-year anniversary in local government, and to celebrate this huge milestone, we brought the community together through a series of vibrant events and celebrations.

A Ceremonial Council Meeting took place on Monday 2 June 2025 to mark the occasion inside Strathfield Town Hall. Attendance at the meeting included the Senator for New South Wales (Senator Dave Sharma), Minister of Local Government (Honourable Ron Hoenig MP) and other Local Members (Ms Stephanie Di Pasqua MP and Mr Jason Yat-Sen Li MP). The night featured short historical talks and a special quartet and string performance by members of the Strathfield Symphony Orchestra.

We also hosted an opening night for the Celebrating Strathfield: 140 Years Exhibition on Thursday 5 June 2025 at the Ironbark Gallery. The celebrations continued over the weekend of 7 and 8 June 2025 with Homebush Vibes, with over 10,000 people attending the event which featured a historical installation providing attendees with the opportunity to learn more about the rich history of the Strathfield Local Government Area.

The final event to wrap up our celebrations was a special seniors morning tea which took place on Friday 13 June 2025 and included a historical presentation and walk through the exhibition. These events captured the community spirit in Strathfield and made us proud to be serving our community.



Our Community Snapshot 2024/2025

Live



Total Population

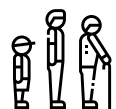
48,674

Males **51.2%**

Females **48.8%**

Forecast Population

57,469 by 2046 (+18%)



Median Age

33



59% of residents
born overseas

65%

Speak a language at
home other than English

Top languages

spoken: Mandarin, Nepali,
Cantonese, Korean, Arabic
62 different languages spoken



45%

University-qualified residents



18,273 Private dwellings:

\$460

Median weekly rent

Work



Local Jobs

23,349

16.5% Transport, Postal &
Warehousing

12.3% Retail Trade

9.8% Education & Training

8.8% Construction

8.1% Wholesale Trade



Employed Residents

27,061



\$2,147

Median weekly
household income



Registered Local Businesses

7,083

16.2% Construction

16% Rental, Hiring & Real
Estate Services

11.5% Transport, Postal &
Warehousing

10.9% Professional, Scientific &
Technical Services

10.1% Health Care &
Social Assistance

Invest



\$4.01B

Gross Regional Product (GRP)

(NIEIR 2024)



150

Total number of
Development Applications
(DA) Determined

\$194,497,110 Value of
development approvals

\$4,330,000

Median House Price

\$749,995

Median Unit Price

Our Councillors

Strathfield Council is governed by an Elected Council of 7 Councillors, chosen by the community every four years through Local Government elections. Every two years, the Councillors elect a Mayor and Deputy Mayor to provide leadership and guide Council's strategic direction.

Our Elected Council represents the voices and priorities of the Strathfield community, ensuring they are reflected in the Delivery Program and Operational Plan.

The Council provides civic leadership, oversees the financial sustainability of Council, endorses key strategic documents under the Integrated Planning and Reporting (IP&R) framework, and monitors Council's ongoing performance.

The following are our Mayor, Deputy Mayor, and Councillors elected in the September 2024 Local Government Elections.



**Mayor - Cr Benjamin Cai**

(Mayor since September 2025)

- First elected to Council in December 2021, then re-elected in 2024
- Elected as Mayor in September 2025
- Served as Deputy Mayor between May to September 2023, then from October 2024 to September 2025
- Contact Number: 0407 314 370 / Email: cr.bcai@strathfield.nsw.gov.au

**Deputy Mayor - Cr Sandy Reddy**

(Deputy Mayor since September 2025)

- First elected to Council in December 2021, then re-elected in 2024
- Served as Deputy Mayor between September 2023 to September 2024, and from September 2025 onwards
- Contact Number: 0407 234 391 / Email: cr.sreddy@strathfield.nsw.gov.au

**Cr John-Paul Baladi**

(Mayor from September 2024 - September 2025)

- First elected to Council in September 2024
- Served as Mayor between September 2024 and September 2025
- Contact Number: 0400 017 759 / Email: cr.jpbaladi@strathfield.nsw.gov.au

**Cr Matthew Blackmore**

- First elected to Council in September 2017, and 2021, then 2024
- Served as Mayor between January 2022 and March 2023
- Served as deputy mayor 3 times (2018-2019; 2019-2020; March-May 2023)
- Contact Number: 0406 099 048 / Email: cr.mblackmore@strathfield.nsw.gov.au

**Cr Esther Kim**

- First elected to Council in September 2024
- Contact Number: 0438 557 462 / Email: cr.ekim@strathfield.nsw.gov.au

**Cr Rory Nosworthy**

- First elected to Council in September 2024
- Contact Number: 0438 979 981 / Email: cr.rnosworthy@strathfield.nsw.gov.au

**Cr Karen Pensabene**

- First elected to Council in September 2017, then 2021, and then 2024
- Served as Mayor between March 2023 to September 2024
- Served as Deputy Mayor in 2020-2021 and from January 2022 to March 2023
- Contact Number: 0428 410 856 / Email: cr.kpensabene@strathfield.nsw.gov.au

Councillor Meeting Attendance 2024-2025

Name of Councillor	Ordinary Meetings	Extraordinary Meetings	Total Meetings
Cr John-Paul Baladi	8	3	11
Cr Benjamin Cai	11	3	14
Cr Matthew Blackmore	10	3	13
Cr Esther Kim	9	2	11
Cr Rory Nosworthy	8	2	10
Cr Karen Pensabene	10	3	13
Cr Sandy Reddy	11	3	14
Cr Raj Datta (July - August 2024)	1	0	1
Cr Nella Hall (July - August 2024)	2	0	2
Cr Sharangan Maheswaran (July - August 2024)	2	0	2

Note: Council Election was held in September 2024, with new Councillors elected and some existing Councillors ceasing their term.

Councillor Workshop Attendance 2024-2025

A total of 17 Councillor Workshops were held in 2024-2025. This table records workshop attendance.

Date	Cr Baladi	Cr Blackmore	Cr Cai	Cr Kim	Cr Nosworthy	Cr Pensabene	Cr Reddy	Cr Datta	Cr Hall	Cr Maheswaran
9 July 2024	0	0	1	0	0	1	1	1	1	0
6 August 2024	0	0	1	0	0	1	1	1	1	1
7 August 2024	0	0	1	0	0	0	0	0	0	0
15 October 2024	1	1	1	1	1	0	1	0	0	0
12 November 2024	1	1	1	1	1	0	1	0	0	0
14 November 2024	1	1	1	1	1	0	1	0	0	0
21 November 2024	1	1	1	1	1	0	1	0	0	0
3 December 2024	1	1	1	1	1	1	1	0	0	0
11 February 2025	0	1	1	1	1	1	1	0	0	0
11 March 2025	1	1	1	1	1	0	1	0	0	0
8 April 2025	1	0	1	1	1	1	1	0	0	0
6 May 2025	0	1	1	1	1	1	1	0	0	0
13 May 2025	1	1	1	0	1	1	0	0	0	0
10 June 2025	1	0	1	1	1	1	1	0	0	0
TOTAL	9	9	14	10	11	8	12	2	2	1

Note: Attendance at Councillor workshops is not compulsory. Council Election was held in September 2024 with new Councillors elected and some existing Councillors ceasing their term.

Part B - Our Year in Review

Our Performance

Our Approach

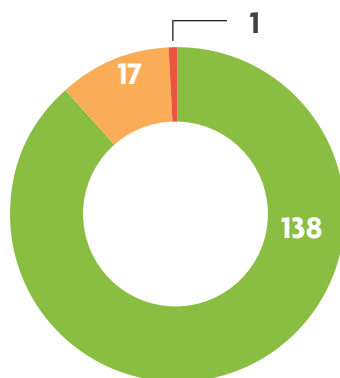
Our performance reporting reflects more than what we deliver, it's about the impact that our work has on our community, economy, environment, and governance. This is guided by the **Quadruple Bottom Line (QBL)** framework, which helps us measure sustainability and wellbeing across four interconnected dimensions:

	Social	Supporting a safe, healthy, inclusive, and connected community
	Environmental	Protecting and enhancing our natural and built environments
	Economic	Building a strong, resilient, and accessible local economy
	Civic Leadership	Ensuring transparent, accountable, and ethical decision-making

By embedding the Quadruple Bottom Line (QBL) into our reporting, we show how our actions contribute to balanced, long-term outcomes for our community. Each Community Strategic Plan goal and Delivery Program Principal Activity is linked to one or more QBL indicators, represented by icons throughout this section.

This section contains Operational Plan (OP) Actions grouped under Community Strategic Plan (CSP) Goals and Delivery Program (DP) Principal Activities.

Summary of 2024/25 Operational Plan Actions



Summary of DPOP Actions

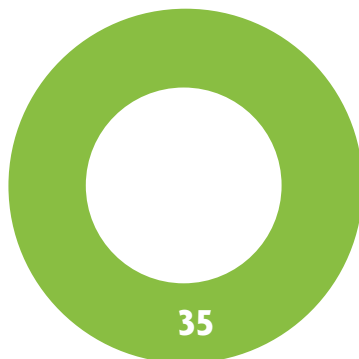
● Completed - Operational Plan action was completed during the year	138
● Ongoing - Operational Plan action was partially completed or substantial progress was made during the year	17
● Incomplete - Operational Plan was not completed or the objective was not achieved during the year	1

CSP Outcome: Connectivity

CSP Goals

- ▶ 1.1 Sustainable growth supported by well-planned and accessible infrastructure and services
- ▶ 1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks
- ▶ 1.3 Optimised service and information access and delivery through effective communications and digital technology

We continue to invest in infrastructure, transport, and digital systems that connect people, place, and opportunities.



Summary of DPOP Actions

● Completed	35
● Ongoing	0
● Incomplete	0

Statistics



Maintained

97 km

of roads and

199 km

of footpaths & cycleways



Renewed

194 km

of kerbs and guttering and

65 km

of stormwater pipes and

2,392

stormwater pits

Resurfaced






26 roads

across the LGA, with major intersections improved



● CSP Outcome: Connectivity

How we Performed

DP Principal Activity	OP Actions	Status	QBL Indicator
1.1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	Deliver PRUAIP projects and Recreation & Wellness Strategy; review Plans of Management; progress Homebush TOD Masterplan; provide briefings and advocacy to Council and State Government	●	   
1.1.2.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs	Progress Western Sydney Investment Attraction Grant projects including community engagement; deliver capital works for Rds, kerbs, footpaths, buildings, and parks; and exhibit and adopt the Strathfield Infrastructure Contributions Plan (s.7.11 & s.7.12)	●	  
1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options	Advocate to the State Government for funding and support for the Strathfield Connector Bus, intersection upgrades at Centenary Drive & Arthur St, and Marlborough Rd safety improvements	●	  
1.2.2.1 Manage effective and safe local traffic and transport services and well-maintained infrastructure	Implement parking management technology; monitor heavy vehicle and freight traffic impacts on local Rds; and progress the LGA-wide transport and traffic study	●	  
1.2.2.2 Review and manage plans and initiatives to improve Rd safety and provide fair access to parking	Review and implement traffic and parking management plans; monitor and enforce parking in high-demand areas; deliver Rd safety programs and campaigns; and advocate for traffic calming and pedestrian safety improvements	●	 
1.3.1.1 Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities	Implement iConcierge CRM self-service system; prepare Council Communications Strategy; monitor media and provide Mayoral support; deliver community updates via all channels; and manage filming and banner requests	●	 
1.3.2.1 Design and implement technology-based solutions that support enhanced and improved public information access and service delivery	Prepare ICT Plan and manage IT systems to improve efficiency, capacity, and security	●	 

Status Key: ● Completed ● Ongoing ● Incomplete



Social



Environmental



Economic



Civic Leadership

Highlights

Capital Works

- ▶ Transport infrastructure works: new roundabout (Barker & Marion St), kerb blisters (Burlington Rd), traffic calming and pedestrian safety improvements
- ▶ Parks & open space upgrades: Hudson Park Tunnel, Driving Range Nets, and Kapyong Memorial
- ▶ Delivered wide program of kerb & gutter, drainage, traffic, and footpath upgrades across multiple suburbs

Engineering

Land and Property Strategy (LAPS)

We advanced the implementation of the Land and Property Strategy, evaluating Council-owned and managed assets to maximise community benefit and financial sustainability. The strategy focuses on generating recurring income, meeting current and future operational needs, and supporting growth through redevelopment, acquisition, or disposal. Assets were assessed for functionality, lifespan, and potential for repurposing, with implementation underway to realise key recommendations.

Planning for future Strathfield

In response to the challenges and opportunities presented by growing and diverse communities, we have focused on strategic collaboration to deliver state and regional infrastructure that supports sustainable development. Key actions undertaken by Council to progress our commitment to coordinated planning, and future-focused investment include:

- ▶ Commencement of the development of a framework to ensure delivery of affordable housing within the Homebush Transit Oriented Development (TOD) Precinct. The Homebush TOD Masterplan was gazetted in November 2024
- ▶ Completion of the Medium Density Housing Strategy in April 2025
- ▶ Changes initiated to amend the Strathfield Local Environmental Plan 2012, including, the Additional and Diverse Housing Planning Proposal
- ▶ A Development Control Plan to implement our Local Strategic Planning Statement

- ▶ Commencement of a review of the Strathfield Consolidated Development Control Plan
- ▶ Commencement of the development of a Growth Strategy for the Strathfield Local Government Area

Strathfield's Recreation and Wellness Strategy

Launched in December 2024, this strategy sets a long-term vision for recreational planning. Developed through extensive community engagement, involving stalls, interviews, information sessions, and 242 survey responses, the strategy guides future master planning and infrastructure delivery aligned with community needs. It also identifies opportunities for grant funding and leveraging Council's property portfolio.

Improving our parking

As part of the ongoing implementation of Strathfield's Parking Strategy, new parking meters have been introduced across key locations within the Local Government Area. These upgrades support the transition to timed parking, to improve vehicle turnover and increasing the availability of parking spaces. This ensures fairer access to local shops, sports fields, and community facilities, enhancing convenience for residents, visitors, and businesses.

Parking meters were installed in the following car parks:

- ▶ Bressington Park - 144 spaces
- ▶ Mason Park - 106 spaces
- ▶ Homebush West - 65 spaces



Hudson Park Driving Range

● CSP Outcome: Connectivity

Western Sydney Infrastructure Grants (WSIG) Program Projects:

We continued to make strong progress on the five Western Sydney Infrastructure Grant (WSIG) projects we received successful funding approval for in 2022. All projects are currently in the works and making steady progress or nearing the end of the design phase, reflecting our commitment to enhancing public spaces and community infrastructure across the Local Government Area.

WSIG-funded projects include:

- Hudson District Park East - \$8,233,600
- Airey Park Refurbishment - \$4,154,000
- Begnell Field Revitalisation - \$7,182,000
- Strathfield Park Revitalisation - \$1,615,400
- Upgrade to Cooke Park Skatepark - \$453,040

These transformative projects will deliver improved recreational and community facilities and upgraded open spaces, supporting the needs of a growing and diverse population.

Loftus Crescent Forecourt Streetscape

The transformation of the Loftus Crescent Forecourt, Homebush Railway Station has been completed, delivering a more welcoming and functional public space for the community. The station precinct has been enhanced through the installation of custom-designed curved benches, shade structure, upgraded paving, relocation of the existing bus stop and a repositioned sheltered bike bay. The project reflects Council's commitment to creating accessible, attractive, and community-friendly urban environments.



The transformed Loftus Crescent Forecourt at Homebush Railway Station



Warren Langley and Tilt's art sculpture at Loftus Crescent Forecourt

Enhancing connectivity at Hudson Park

With support from the Commonwealth funding under the Investing in Our Communities Program Grant (\$500,000), we upgraded the pedestrian tunnel linking Hudson Park West and East. This project has improved accessibility and safety for park users, creating a more seamless connection between the two sides of the park and enhancing the overall experience for pedestrians and cyclists. The upgrade included significant improvements to accessibility, lighting, drainage, signage and landscaping, including mural artwork and the installation of handrails.



Hudson Park Tunnel Upgrade, including mural artwork

● CSP Outcome: Connectivity



George St Pedestrian Bridge opening on 7 April 2025

George Street Pedestrian Bridge & Art Lighting

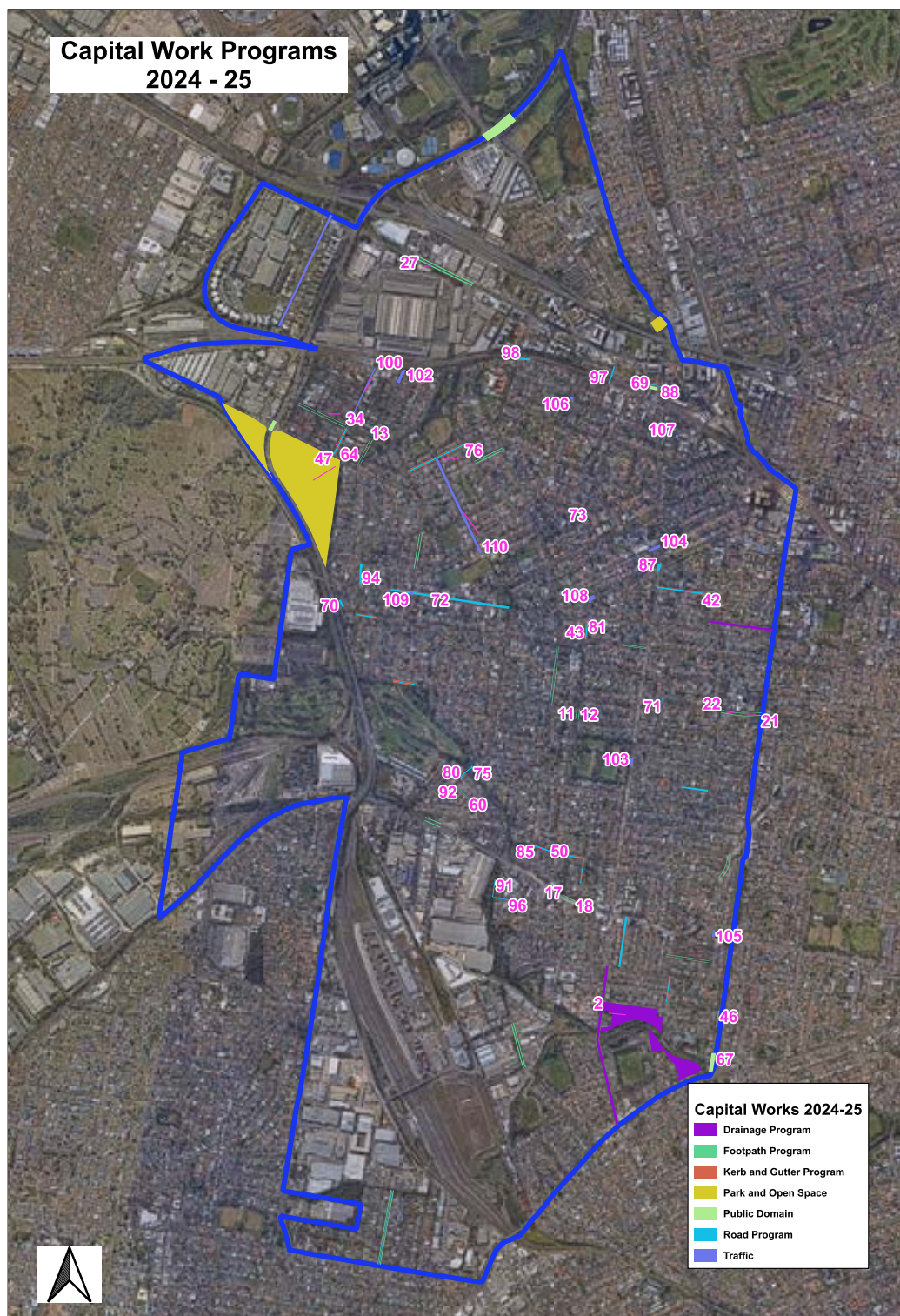
The final of three bridges delivered under the NSW Government's PRUAIP, the George Street Pedestrian Bridge opened on 7 April 2025. This project combined functional infrastructure with public art, celebrating Arnott's factory heritage and provides a continuous pedestrian link across Powells Creek into the Canada Bay Local Government Area. It was delivered through strong collaboration with Aldi, Sydney Water, Canada Bay Council, the NSW Government, and project contractors. The bridge public lighting was delivered by Studio Chris Fox and Studio Mike Daly.



Pedestrian link across Powells Creek into the Canada Bay Local Government Area

● CSP Outcome: Connectivity

Capital Works Program 2024/25



● CSP Outcome: Connectivity

Road Program

Projects	Status
#25 Cotswold Road, Strathfield (Heavy Patching)	●
#39 Barker Road, Strathfield (Heavy Patching)	●
#82 Beresford Road, Strathfield (Heavy Patching)	●
Ada Avenue, Strathfield – Boden Avenue to Myee Avenue	●
Badgery Avenue, Strathfield - Bates Street to Fraser Street	●
Brunswick Avenue, Strathfield - Vernon Street to Homebush Road	●
Cameron Street, Strathfield - Kingsland Road to Thomas Street	●
Cave Road, Strathfield South - Augusta Street to Morgan Place	●
Chalmers Road, Strathfield - Barker Road to Albyn Road	●
Coronation Parade, Strathfield South - Clement Street to Chiswick Street	●
Henley Road, Homebush West - Tavistock Road to Arthur street	●
High Street, Strathfield - MacArthur Street to Amaroo Avenue	●
High Street, Strathfield - Rickard Road to Wallis Avenue	●
Loftus Crescent, Homebush - Station Street to Knight Street	●
Macarthur Street, Strathfield - High Street to Noble Avenue	●
Mcencroe Street, Strathfield - Anslem Street to River Street	●
Morgan Lane, Strathfield South - Cave Road to Morgan Place	●
Newton Road, Strathfield - Melville Avenue to Pemberton Street	●
Pomona Street, Greenacre (Heavy patching)	●
River Street, Strathfield - Mcencroe Street to the end	●
Subway Lane, Homebush - Loftus Crescent to The Crescent	▶
The Crescent, Homebush West - Bridge Road to 45m to east	●
#115 Newton Road, Strathfield - Pemberton St to Barker Rd	●
Holmswood Avenue, Strathfield South (Dean Street to Liverpool Road)	●
Augusta Street, Strathfield (At the bend closer to Morgan Place)	▶
Maria Street, Strathfield South - Dean Street to Clements Street	●
Pemberton Street, Strathfield - Karuah Street to Barker Road	●
Homebush Road, Strathfield - Redmyre Road Intersection	●
Barker Road, Strathfield- Howrad Street to South Street	●

Status Key: ● Completed ▶ In Progress ▶ In Design

Kerb and Gutter Program

Projects	Status
Ada Avenue, Strathfield – Boden Avenue to Myee Avenue	●
Badgery Avenue, Strathfield - Bates Street to Fraser Street	●
Brunswick Avenue, Strathfield - Vernon Street to Homebush Road	●
Chalmers Road, Strathfield - Barker Road to Albyn Road	●
Coronation Parade, Strathfield South - Clement Street to Chiswick Street	●
Henley Road, Homebush West - Tavistock Road to Arthur street	●
High Street, Strathfield - MacArthur Street to Amaroo Avenue	●
Maria Street, Strathfield South – Dean Street to Clements Street	●
Loftus Crescent, Homebush - Station Street to Knight Street	●
Macarthur Street, Strathfield - High Street to Noble Avenue	●
Mcencroe Street, Strathfield - Anslem Street to River Street	●
Morgan Lane, Strathfield South - Cave Road to Morgan Place	●
Newton Road, Strathfield - Melville Avenue to Pemberton Street	●
High Street, Strathfield – Macarthur Street to Amaroo Street	●

Footpath Program

Projects	Status
Albyn Road, Strathfield - Homebush Road to Florence street	●
Tavistock Road, Homebush West - Henly Road to Eastbourne Road	●
Arthur Street, Strathfield - Mackenzie Street to Bates Street	●
Bennett Avenue, Strathfield South - Hillcrest Avenue to Edward Street	●
Chalmers Road, Strathfield - Ada Avenue to Geiling avenue	●
Hampstead Road, Homebush West - Tavistock Road to Arthur Street	●
Liverpool Road, Strathfield - Long Street to High Street	●
Liverpool Road, Strathfield - Brooklyn Street to Amaroo Avenue	●
Liverpool Road, Strathfield South – Cosgrove Road to Gould Street	●
Llandilo Avenue, Strathfield – The Boulevarde to Kingsland Road	●
Madeline Street, Strathfield South - Pilcher Street to Hope Street	●
Marion Street, Strathfield - Shortland Avenue to Edgar Street	●
Parramatta Road, Homebush West - Bedford Road to Flemington Road	●
Parramatta Road, Homebush West - Potts Street to Bedford Road	●
Pomona Street, Greenacre - Drone Street to Juno Parade	●
Wallis Avenue, Strathfield - Newton Road to Ada Avenue	●

Status Key: ● Completed ► In Progress ► In Design

● CSP Outcome: Connectivity

Drainage Program

Projects	Status
Ford Park, Strathfield South	▶
Elliot Reserve, Belfield	●
Water Street, Strathfield South	●
Torrington Road, Strathfield	●

Traffic

Projects	Status
Courallie Avenue, Speed Hump Renewal	●
Disable Parking and access improvement at Henley Road	●
Raised Crossing Upgrade at Francis Street	●
Kerb Blister upgrade at Burlington Road at both ends of Homebush Road and Meredith Street	●
New Roundabout at Barker Road and Marion Street	●
New Median Island at Redmyre Road and Chalmers Road bend	●
Installation of artwork at intersection of Bridge Road and Loftus Crescent Homebush	●
Installation of street light and flood lights at pedestrian crossing on Oxford Road	●
Installation of street light and flood lights at pedestrian crossing outside 6 Hillcrest Ave Strathfield South	●
Installation of street light and flood lights at pedestrian crossing in front of 174 Homebush Road Strathfield	●
Installation of street light and flood lights at pedestrian crossing at Hampstead Road Homebush near The Crescent	●

Public Domain

Projects	Status
Homebush Station Forecourt Upgrade	●
Gateway Signage	●
New Pedestrian Bridge & Art Lighting – George Street	●
Installation of new banner poles and brackets across the Strathfield LGA	●

Park and Open Space

Projects	Status
Hudson Park Tunnel Upgrade	●
Replacement of Driving Range Nets	●
Kapyong Memorial	●
Working towards getting 100% design package for WISG Projects (Strathfield, Begnell, Hudson and Airey Parks)	▶

Status Key: ● Completed ▶ In Progress ► In Design



Our Future Priorities

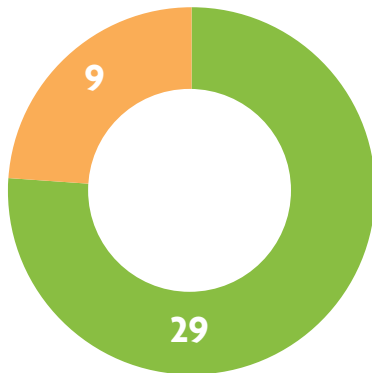
- ▶ Continue delivering annual capital works program on time, on budget, and to expectations
- ▶ Update and refine Project Management Framework (PMF)
- ▶ Introduce automation into project management templates for efficiency
- ▶ Deliver Bagnell Park drainage & irrigation and Strathfield Park upgrade (WSIG)
- ▶ Progress design, consultation, and installation of public art along Parramatta Rd intersections (Park Rd, Hillcrest St, Station St)
- ▶ Enhance Asset Management planning, efficiency, and integrity
- ▶ Finalise Powell Creek flood awareness mapping incorporating climate change impacts
- ▶ Deliver outcomes of Land and Property Strategy (LAPS)
- ▶ Undertake Local Area Traffic Management (LATM) and Pedestrian Access and Mobility Plan (PAMP) for Strathfield LGA
- ▶ Prepare for Homebush TOD precinct with improved process, development control, and information

CSP Outcome: Community Wellbeing

CSP Goals

- 2.1 Culturally diverse, socially cohesive and connected communities
- 2.2 Healthy and active communities
- 2.3 Safe and accessible places

We are building a healthy, inclusive, and connected community through strong partnerships and targeted programs supporting diverse groups.



Summary of DPOP Actions

● Completed	29
● Ongoing	9
● Incomplete	0



Statistics



Library Usage

170,423

Total number of visitors



33,969

Total memberships

68,894 Total lending stock

3,855 Total non-lending stock

5,259 Community language items



9,607

Internet bookings

10,152

Hours of Internet used by customers



Library Events Snapshot

541

Total number of program events

6,701

Total number of attendees



● CSP Outcome: Community Wellbeing

How we Performed

DP Principal Activity	OP Actions	Status	QBL Indicator
2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks	Prepare Community Wellbeing Strategy; update and promote the Community Directory; and maintain community facilities	● ●	  
2.1.1.2 Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers	Develop information packages and promote resources to support new settlers; deliver Community Safety Strategy actions with partner organisations; and implement a civic education program for students and the community	●	 
2.1.2.1 Facilitate and partner with key stakeholders to support the elderly and those with a disability	Review and update the Disability Inclusion Action Plan; provide disability information and accessibility improvements; deliver work experience and senior programs in partnership with stakeholders; and conduct playground safety audits and implement actions	● ●	 
2.1.2.2 Facilitate programs that support children, youth, and their families	Collaborate with schools and service providers to develop and facilitate children's programs, including school holiday activities	●	 
2.1.2.3 Provide recognition and support for community organisations and volunteer programs	Coordinate and promote small and community grants programs, evaluate applications, and deliver recognition programs for volunteers and community organisations	●	  
2.2.1.1 Prepare and implement strategies for open space, community, and recreation facilities	Develop a Recreation and Wellness Strategy and prepare the Hudson Park West Master Plan	●	  
2.2.1.2 Manage and optimise use of parks, sportsgrounds, and recreational facilities to provide fair access and meet the needs of our diverse community	Manage facility hires, ensure properties meet standards, and maintain parks and recreational facilities	●	 
2.2.2.1 Collaborate and provide opportunities to improve community participation in healthy living programs and activities	Promote health and safety programs for community wellbeing	●	 
2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity	Develop and audit CCTV; deliver community safety events, education, and information; implement the Community Safety Strategy; raise awareness of scams, homelessness, violence against women, and child safety; and support the Rough Sleeper Program	● ●	 
2.3.1.2 Maintain safe public environments and manage reductions of hazards	Deliver graffiti education and removal programs; upgrade street lighting with Ausgrid; maintain and manage street trees; and manage graffiti, vandalism, and illegal dumping	●	  
2.3.1.3 Promote and build community resilience, capacity, and self-reliance	Attend quarterly Local Emergency Management Committee (LEMC) meetings	●	

Status Key: ● Completed ● Ongoing ● Incomplete



Social



Environmental



Economic



Civic Leadership

Highlights

Growing Young Minds

Throughout the year we delivered a diverse range of children's programs, designed to foster early literacy, creativity, and community engagement. These initiatives provided enriching experiences for young residents and their families. Programs delivered included:

- Children's Week activities – October 2024
- PICO coding
- 6 Lego Robotics sessions

Supporting Seniors

Council delivered a variety of programs throughout the year to support the wellbeing of older residents. These initiatives provided valuable services and information, promoting health, social connection, community safety, and overall quality of life for seniors in our community. Programs delivered included:

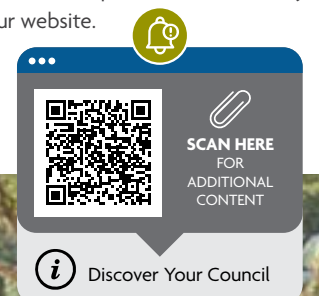
- Weekly Line Dancing
- Seniors Festival: "Shine the Spotlight"
- Health Sessions
- Culturally and Linguistically Diverse (CALD) Seniors Activities
- Connecting Seniors Program
- Seniors Week 2025



Weekly Line Dancing at Town Hall, Strathfield Council

'Discover your Council' Booklet

Our 'Discover your Council' booklet was reviewed and updated, with the updated publication promoted on our website, helping new residents navigate the many ways they can live, work, participate and play in the Strathfield Local Government Area. The booklet outlines the range of services, programs and community information Strathfield Council offers. The booklet is available in: English, Chinese Simplified, Korean, Nepali, Arabic, Tamil, Easy Read on our website.



Connecting our Seniors Program

● CSP Outcome: Community Wellbeing

Bridge to Opportunity Employment Expo

The Employment Expo and Workshop held in June 2025, Bridge to Opportunities, was a two-day event which provided the community with an opportunity to speak with industry experts and job employment professionals.

The event was delivered by the Burwood-Strathfield Multicultural Working Group, supporting new migrants and those needing interpreting support in their own native language.

Businesses, employers, industry representatives and potential hirers were present at the events, to answer questions and speak with potential employees. The event fostered meaningful connections for employers and job seekers and opened doors to new career pathways for attendees.

International Day of People with a Disability

On 3 December 2024, we proudly celebrated the International Day of People with Disability with a vibrant community event. The day featured exhibitions, information stalls, and the completion of the Mobility Map, an important resource supporting accessible navigation across the area. A standout moment was the Colour Sensation exhibition at the Library, showcasing

expressive and inspiring artwork created by students from Chalmers Road School. The exhibition celebrated the creativity and abilities of the students, highlighting the importance of inclusion and recognition within our community.

Share the Dignity Event

On 21 November 2024, we partnered with Australian charity Share the Dignity to host a powerful community event focused on raising awareness of domestic violence against women. The event featured inspiring guest speakers, live performances, and the generous collection of over 100 donation bags filled with items designed to help women feel valued and supported. As part of our commitment to education and advocacy, staff also participated in dedicated training sessions to deepen understanding of domestic violence and strengthen support across the organisation.



Cr Baladi with students from Chalmers Road School at the International Day of People with a Disability event



Our Future Priorities

- Planning to meet growing demand on Library service and delivering services to those with unmet needs.
- Identifying current and emerging community needs to establish optimal delivery of services ensuring greatest impact.



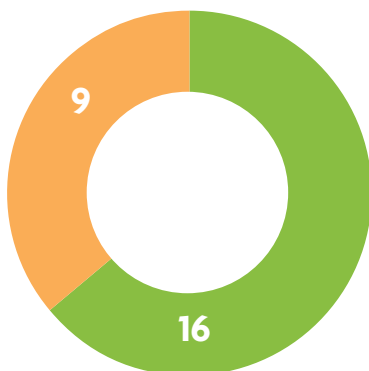
Colour Sensation exhibition, showcasing artwork from students at Chalmers Road School

CSP Outcome: Celebrating Culture and Place

CSP Goals

- 3.1 Enticing, vibrant and safe centres blending services and social connectivity
- 3.2 Place of creativity, culture and learning

We are proud to celebrate Strathfield's diversity, heritage, and creativity. Our programs and events contribute towards strengthening our identity and stimulate economic activity.



Summary of DPOP Actions

● Completed	16
● Ongoing	9
● Incomplete	0

Statistics

**35**

Community events delivered

**5**

Citizenship Ceremonies delivered

**331**

New Australian citizens celebrated



● CSP Outcome: Celebrating Culture and Place

How we Performed

DP Principal Activity	OP Actions	Status	QBL Indicator
3.1.1.1 In collaboration, plan, deliver and promote vibrant, active and diverse services and activities in local town and village centres and commercial areas	Manage outdoor dining and footpath displays; progress town centre masterplans	●	  
3.1.1.2 Promote a range of activities and experiences to attract local community and visitors to the Strathfield area	Deliver and promote major community events; develop an Events Strategy for town centre activation; and provide festive decorations during Christmas/New Year	● ●	  
3.1.2 Facilitate plans and programs to promote business productivity and improve compliance	Inspect food businesses and participate in the 'Score on Doors' program; conduct business compliance and environmental audits	●	  
3.2.1.1 Provide access to library and information services to support and promote community learning, literacy, knowledge, and social cohesion	Deliver literacy, early learning, digital literacy, and library programs; provide access to resources and services; partner with agencies; and maintain safe library access	●	 
3.2.1.2 Promote the use of Council facilities amongst the community and community groups to improve utilisation rate of Council venues that are available at subsidised rates in order to promote and support learning, community and cultural programs, events and activities	N/A	N/A for 2024/25	
3.2.2.1 Explore and reflect on shared culture, history, and heritage of Strathfield's communities	Deliver art, local history, and oral history programs; collaborate on First Nations education and NAIDOC Week celebrations	●	 
3.2.3.1 Promote and deliver civic programs and events that connect and celebrate community	Coordinate citizenship ceremonies, civic events, and Sister City activities	●	 

Status Key: ● Completed ● Ongoing ● Incomplete



Social



Environmental



Economic



Civic Leadership

Highlights

Major Events

Council delivered a broad calendar of community events:

- ▶ Key highlights: Spring Festival, Moon Festival, NAIDOC Week, Australia Day, Lunar New Year, ANZAC Day, and the 140-Year Anniversary celebrations.
- ▶ Supported cultural programming at the Ironbark Gallery and community commemorations (e.g. Kapyong, ANZAC).

Bringing the community together

Throughout the year, we delivered a calendar of community events that encouraged broad community participation and celebration. These well-attended events fostered connection, inclusion, and civic pride across the Local Government Area. Highlights from the year's community events include:

- ▶ Christmas Carols (December 2024)
- ▶ Movies in the Park (February - March 2025)
- ▶ Youth Week (April 16 and 17 2025)
- ▶ Seniors Festival (3 - 16 March 2025)
- ▶ Reconciliation Week (27 May - 3 June 2025)
- ▶ International Women's Day (8 March 2025)

Celebrating creativity and local heritage

We proudly delivered a diverse program of art and local studies exhibitions throughout the year, supporting both emerging and established artists. In partnership with the local historical society, Council also curated engaging historical exhibitions and programs that celebrated the rich heritage of the area. These exhibitions, hosted at Ironbark Gallery, offered residents and visitors meaningful opportunities to connect with local stories, culture, and creativity. Exhibitions delivered at Ironbark Gallery included:

- ▶ On the Land We Walk (Talia Henderson)
- ▶ Carving Landscape (Dongwang Fan)
- ▶ Finding Light (Inner West Photographic Society)
- ▶ Back to Black: The David Jones Family (Strathfield-Homebush District Historical Society)
- ▶ Time to Shine (Strathfield School for Seniors)

Celebrating Civic and Community Contributions

We proudly coordinated a range of citizenship ceremonies and civic events throughout the year, welcoming new citizens and fostering a strong sense of belonging and community spirit. As part of our annual recognition program, we announced the *Citizen of the Year* and *Young Citizen of the Year* awards, honouring individuals who have made outstanding contributions to the local community.

Citizen of the Year

Akhil Verma Akhil was recognised for his outstanding commitment to volunteering and community leadership. His passion for making a positive impact is evident through his mentorship and long-standing service with the Strathfield Cricket Club. Akhil's contributions have played a vital role in fostering community connection and inclusion, making a meaningful difference to many families.

Young Citizen of the Year

James Craigie James was honoured for his dedication to supporting local organisations and communities. His involvement with Prosper Project Australia, a local initiative that assists children and families facing hardship, reflects his compassion and drive to create positive change. James's commitment to service and advocacy continues to inspire those around him.



Akhil Verma, Former Mayor Cr Baladi, and James Craigie, winners of the Citizen of the Year and Young Citizen of the Year award, respectively, along with Senator Dave Sharma and Sally Sitou MP

● CSP Outcome: Celebrating Culture and Place

Winter Warmer in the Square

Held on 13 July 2024 and funded by Transport for NSW's Open Streets Program, the Winter Warmer in the Square transformed Strathfield Square into a vibrant, all-day community celebration. Informed by the Town Centre Master Plan, the event featured markets, live music, roller skating, snow machines, workshops, children's activities, and public art. It also strengthened our partnerships with local businesses through active participation and promotional opportunities.

Strathfield 140-Year Anniversary Celebrations

From 2–13 June 2025, we marked 140 years of our service with a series of community-focused events, including a Ceremonial Council Meeting, an Ironbark Gallery exhibition, and the Homebush Vibes festival, which attracted over 10,000 attendees. The celebrations featured historical talks, symphony performances, a seniors morning tea, and heritage installations, placing Strathfield's rich history and culture at the heart of the festivities.



Above images: 140-Year Anniversary Celebrations



Winter Warmer Festival



Our Future Priorities

- Develop our Communications Plan
- Develop an Events Strategy and Action Plan
- Strengthen community networks and increase participation in Council events
- Evaluate and improve Have Your Say engagement platform and expand post-engagement content

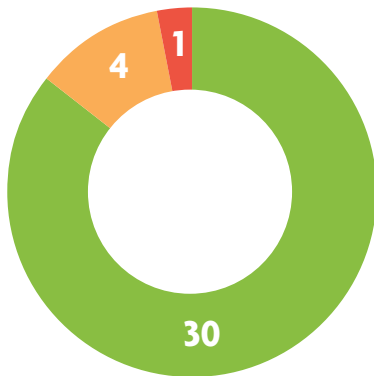
Winter Warmer in the Square

CSP Outcome: Liveable Neighbourhoods

CSP Goals

- ▶ 4.1 Quality, liveable and sustainable urban design and development
- ▶ 4.2 Clean, attractive and well-maintained neighbourhoods and public domains
- ▶ 4.3 Healthy, thriving, sustainable and resilient environments

We are creating sustainable, clean, and resilient neighbourhoods through strategic planning and environmental management.



Summary of DPOP Actions

● Completed	30
● Ongoing	4
● Incomplete	1

Statistics



150

Development Applications (DA's) determined with a cost of works valued at

\$194,497,110

Heritage advice was provided on

5 Pre-Development Applications

40 Development Applications

9 Minor Works Applications



1541 planning certificates were processed and issued

7

Local Planning Panel meetings

13 DA's determined

3 Planning Proposals



6 water monitoring and pollution inspections were undertaken, to ascertain the health of waterways and detect pollution incidences



Total Waste Collected in FY 2024/2025:





















General waste: **11,582.3 tonnes**

Recycling waste: **2,258.94 tonnes**

Green waste: **2,463.08 tonnes**



How we Performed

DP Principal Activity	OP Actions	Status	QBL Indicator
4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality livability, aesthetics and sustainable development in the Strathfield LGA	Develop and review flood risk studies; maintain and update planning controls and heritage advice; support affordable housing; and manage development applications	●	   
4.2.1.1 Deliver efficient, effective, and responsive waste services and education to improve resource recovery and reduce illegal dumping	Deliver waste and recycling services; prepare Waste Management Strategy; provide community education; review on-call collections for multi-unit dwellings; and manage Return and Earn program	● ●	  
4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety	Investigate and manage pollution, permit, and compliance breaches; provide education on companion animals, fire, pool, and public health safety; and address illegal dumping and abandoned trolleys	● ●	  
4.2.2.2 Deliver street and public domain cleansing programs and provide community education to improve public domains, streets and waterways	Deliver public domain cleansing and maintenance, including street sweeping in three week cycles	●	 
4.3.1.1 Protect, monitor, and expand urban forest and tree canopies across the Strathfield LGA	Manage biosecurity and weed control; monitor native species and biodiversity; adopt Biodiversity section in DCP; and deliver sustainability and community planting programs	● ●	 
4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)	Participate in regional partnerships to improve urban ecosystems; monitor waterway health; and identify environmental infrastructure upgrade needs	●	  
4.3.1.3 Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education programs	Explore stormwater recycling opportunities; prepare a four-year Environmental Education Program; and develop EV charging strategy and policy	● ●	  

Status Key: ● Completed ● Ongoing ● Incomplete



Social



Environmental



Economic



Civic Leadership

Highlights

Improving Planning Efficiency and Community Engagement

We advanced our commitment to streamlined development assessment through the rollout of the Target 100 initiative. The initiative aimed at assessing as many Development Applications (DAs) as possible within 100 days. To support transparency and community understanding, we hosted a Planning Information Session, providing insights into the Target 100 program, the Homebush Transit Oriented Development (TOD) Precinct, and broader housing initiatives across the Local Government Area.



Promoting Sustainability and Environmental Awareness

We delivered five community-focused sustainability and environmental programs throughout the year, in partnership with local organisations. These workshops helped raise awareness and engagement around key environmental issues across the Local Government Area. Programs included:

- World Wetland Day
- Green & Golden Bellfrog Open Day
- Bike Check & Tune Workshop
- International Bird Day walk
- World Bee Day – bee keeping session

Delivering Affordable Housing

As part of the Homebush Transit Oriented Development (TOD) Precinct, Strathfield Council is advancing its commitment to inclusive housing. Developers in the precinct will contribute 3% of new housing as affordable homes or provide equivalent funding for Council to deliver affordable housing elsewhere in the Local Government Area. This initiative is expected to support the delivery of approximately 230 affordable units, contributing to a projected yield of 7,750 affordable dwellings, ensuring the Strathfield Local Government Area remains accessible and diverse.

Planning for a Circular Economy Future

We developed and publicly exhibited the draft *Towards a Circular Economy 2035* Waste Management Strategy, outlining a long-term roadmap for waste and resource recovery. The strategy marks a shift from the traditional 'take-make-dispose' model to a circular economy approach, aligning with broader sustainability frameworks. It addresses urgent waste reforms needed to respond to rapid urban growth, changing consumer behaviours, and environmental challenges across the Local Government Area.

Enhancing Street Sweeping & Cleansing Services

We have taken steps to improve our Street Sweeping and Cleansing service by investing in new street sweeping equipment to enhance service delivery and maintain cleaner public spaces across the Local Government Area. We are also in the process of reviewing the service and bringing operations in-house, allowing for greater control over both scheduled and reactive cleaning programs.



Restoring Wetlands and Supporting Biodiversity

We received grant funding from the Department of Climate Change, Energy, the Environment and Water (DCCEEW), under the Federal Government's Urban Rivers & Catchments Program in 2023. The Urban Rivers & Catchments Project continues to progress. The project focuses on restoring the hydrological regime of Mason Park Wetlands through targeted infrastructure upgrades and ecological management. The first milestone has been completed, with ongoing engagement planned to deliver future stages. This initiative supports threatened species and improves the health of the local aquatic environment.

Supporting Local Heritage

In May 2025, we secured NSW Heritage Grant funding for the 2025–2027 financial years. Through a co-funding arrangement totalling \$50,000, including \$25,000 from the NSW Government, Council will undertake heritage review studies and deliver heritage promotion initiatives to preserve and celebrate the area's rich cultural history.

Revitalising Local Village Centres

In October 2024, we launched the *Energising Our Villages* project to enhance three key village centres, Homebush, Homebush West, and Strathfield South. As part of the community engagement process, we received over 240 responses and held conversations with more than 60 local business operators, gathering valuable feedback to inform future improvements and ensure the upgrades reflect community needs.

National Tree Day 2024 at Strathfield Park

On 28 July 2024, over 500 community members gathered at Strathfield Park to celebrate National Tree Day. Delivered in partnership with the Aboriginal Heritage Office, Strathfield Rotary Club, and the Frog and Tadpole Study Group, the event empowered residents to enhance the urban canopy by distributing free trees for planting in home gardens. The initiative fostered community connection and reinforced Council's commitment to a greener, more sustainable future.



National Tree Day 2024 at Strathfield Park

Strathfield Spring Clean Up Waste Events

Our Spring Clean Up events, including Chemical CleanOut Day and Refresh & Recycle Weekend, attracting over 500 residents to the Council Depot. Held in partnership with the NSW EPA, Cleanaway, EnviroBeds, Revolve Recycling, Sircel, and the St Vincent de Paul Society, the events supported our circular economy goals.

Notably, over 4,000kg of e-waste was collected for expert repurposing by Sircel, and Revolve Recycling recovered 340kg of bicycles. With 77% of attendees being return participants, the events demonstrated strong community engagement and environmental commitment.



Strathfield Spring Clean Up Waste Event



Our Future Priorities

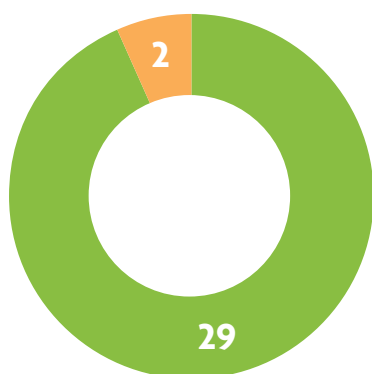
- Finalise the Additional and Diverse Planning Proposal
- Finalise the review of the comprehensive Strathfield Development Control Plan
- Deliver a new, increased levy infrastructure contributions framework for the Homebush TOD Precinct and rest of the Local Government Area
- Continue to lobby Transport for NSW and the Minister for Transport for improved public transport options (Parramatta Road Corridor) and public transport infrastructure (Strathfield Town Centre)
- Review and update the heritage framework in Strathfield LEP and DCP
- Finalise the Strathfield Local Government Area Growth Strategy
- Climate Mitigation & Adaptation Strategy – To be presented for adoption by Council in September 2025.
- 'Towards a Circular Economy 2035' Waste Strategy – Out on public exhibition during September 2025. To be presented for adoption by Council October 2025. This strategy will guide Council's waste operations and education outlook for the next decade, moving towards a circular economy.
- Resilience Strategy – This will be Council's commitment to ensuring that our community and Council is set up for all different types of shocks and stressors that we may encounter in the future. This is still in draft.
- Mason Park Wetlands Rehabilitation Project (Urban Rivers Grant). This is our flagship project to renaturalise and improve our Mason Park Wetlands for migratory shorebirds. Council received \$1.81 million in early 2025 to execute this project over the following years.

CSP Outcome: Responsible Leadership

CSP Goals

- ▶ 5.1 Council's leadership and decision-making reflects community priorities and values
- ▶ 5.2 Council is effectively and responsibly managed and responds to community needs

We are committed to delivering an ethical, transparent, and community-focused leadership with strong financial and workforce management to support our service delivery.



Summary of DPOP Actions

● Completed	29
● Ongoing	2
● Incomplete	0

Statistics



12 Councillor Workshops held
5 Council Meetings held
12 Councillor Bulletins issued
114 Councillor Requests finalised



10,180 customer Service calls
48 secs average wait time
3 mins 28 secs average talk time

8,232

customer walk-ins
77% grade of service (calls answered within 20 seconds)
30,953 emails received to Council inbox
72% Customer Satisfaction rate
6 compliments received



Strathfield Hub App Downloads
4,351 total downloads
6780 Waste bookings
6176 Service requests raised

552,000

website visits



5 most popular website pages
1. Strathfield Council Library and Innovation Hub
2. Hudson Park Driving Range
3. Contact Us
4. Strathfield Council Elections
5. Working at Strathfield Council

42,225

records digitalised across the organisation



Communication Channels

62 e-News editions
29,000 subscribers
19,000 monthly print newsletter distributed



2,001 Social Media updates
24,125 followers
802,651 reach
11 Project notifications flyers distributed



Community Engagement

Have Your Say platform

29,025 views
20,755 visits
13,571 visitors

2,233 contributions

Engagement methods included online surveys, workshops, focus groups, submissions, social media, newsletters, and targeted letters



Major Consultations

- Active Travel Survey
- Community Safety Strategy
- Customer Experience (CX) Strategy
- Powells Creek Plan of Management
- Community Strategic Plan 2024
 - Delivery Program 25–29
 - Operational Plan 25–26
 - Local Parking Schemes



● CSP Outcome: Responsible Leadership

How we Performed

DP Principal Activity	OP Actions	Status	QBL Indicator
5.1.1.1 Engage and provide opportunities for community to participate in decision making processes	Publish public notifications and coordinate community engagement; prepare and review Council policies and maintain the policy register	●	 
5.1.2.1 Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Support and administer Council and Committee meetings, publish minutes, and respond to Council resolutions including quarterly budget impact reviews	●	  
5.1.2.2 Provide support to Councillors to enable effective and representative decision making based on community priorities	Prepare for the 2024 Local Government Election; deliver Councillor induction; and provide briefings and timely responses to requests	●	 
5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance	Prepare and present financial plans and reports; monitor and report on Integrated Planning and Reporting (IP&R) framework implementation; and coordinate the Council Performance Survey	● ●	  
5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services	Prepare and present financial plans and reports; manage rates, debtors, and reminder notifications; develop Land and Property Strategy; and review leases and licenses	●	 
5.2.2.1 Ensure Council is properly resourced to meet challenges of implementing the Delivery Program	Monitor workforce data and trends; deliver the Employee Survey; engage with staff and JCC; coordinate Audit, Risk and Improvement Committee; implement risk, compliance, and insurance programs; manage WHS and Workers Compensation; conduct service reviews; and advocate for community safety initiatives and grant funding	●	   
5.2.3.1 Respond to customer requests, complaints and access to information to a high standard of customer service	Manage complaints, Customer Services, and GIPAA requests; ensure privacy, records, and fraud prevention compliance	● ●	 

Status Key: ● Completed ● Ongoing ● Incomplete



Social



Environmental



Economic



Civic Leadership

Highlights

2024 Local Government Election

We successfully planned and delivered the 2024 Local Government Election. A comprehensive induction program was implemented for the incoming Council, supported by ongoing access to professional development opportunities. Throughout the year, Councillors received timely briefings and accurate responses to their requests, supporting informed decision-making and effective governance.

Integrated Planning and Reporting

We fulfilled our legislative obligations under the Integrated Planning and Reporting framework by delivering the following key reports:

- Delivery Program 6-Monthly Report – December 2024 and June 2025
- Annual Report – November 2024
- State of the City Report – October 2024
- Reviewed Community Strategic Plan (Strathfield 2040) - April 2025
- New Delivery Program 2025-2029 and Operational Plan 2025-2026 – June 2025

Improving Enterprise Risk Management

In 2024/25, we implemented an enterprise-wide Risk Management System to enhance organisational resilience. The review of risk appetite and operational risks led

to strengthened controls and mitigation strategies. We are also exploring advanced options for improved risk recording and monitoring to support continuous improvement.

Enhancing Customer Experience

We have made strong progress in delivering the Customer Experience (CX) Strategy Action Plan, aimed at ensuring efficient and responsive service delivery. A revised Customer Charter was adopted and widely shared, both internally and with the community, reinforcing our commitment to service excellence and transparency.

2024 Employee Action Survey

The Strathfield Council Employee Engagement Survey took place in 2024. The Survey saw 94% of staff participate, exceeding the Metropolitan Council average of 70%. Survey results indicated Strathfield Council has high levels of staff engagement, wellbeing, and staff perceptions of the organisation progress, with the average across all questions being 81% favourable

Following the positive staff feedback in the survey, we received two awards from Xref Engage.

- Winner 2024 Best Workplace
- Winner 2024 Change Champion

These awards demonstrate the significant improvements in staff connection with our values and ethos.



Hudson Park Tunnel Official Opening



Our Future Priorities

- ▶ Improve Booking and Key Access system for efficiency, transparency, and customer experience
- ▶ Deliver on People Strategy via:
 - Flexibility – embed Agile Policy
 - Leadership – grow leadership cohort, emerging leaders
 - People Development – launch Service & Recognition Awards
 - Effectiveness – streamline processes, encourage collaboration
 - Communication – embed Council Values
 - Diversity & Wellbeing – inclusive programs, wellbeing focus
 - Culture – build strong, innovative, inclusive workplace

We are taking a careful and thoughtful approach to exploring Artificial Intelligence (AI). We're currently focused on understanding its benefits and risks through testing and review. Before wider use, we're prioritising strong governance and reliable data. Whilst we are not rushing into adoption, we plan to use AI in the future to improve services, by boosting efficiency, to better support our community.

Our Organisation

We are committed to building a skilled and capable workforce that delivers high-quality services to our community.

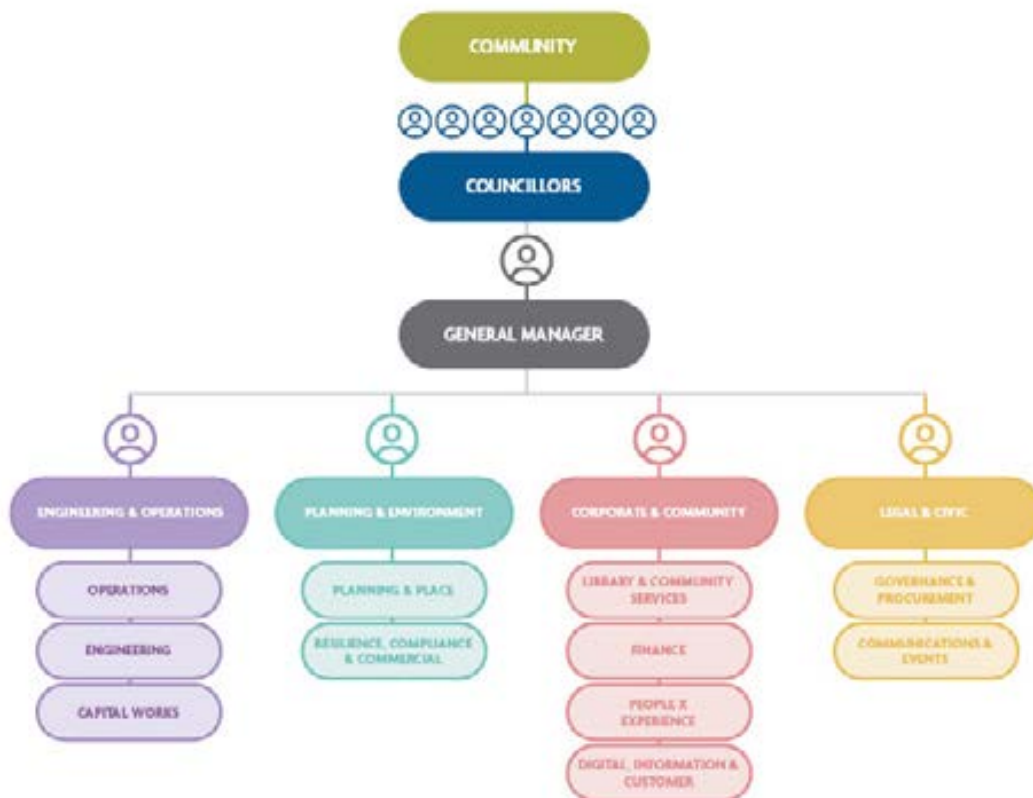
Through thoughtful workforce planning, we make sure the right people are in the right roles to meet both current and future needs. Our work is guided by our People Strategy and Workforce Management Plan, reflecting our focus on supporting and developing our team.

By investing in staff development, nurturing a positive workplace culture, and encouraging continuous improvement, we aim to create a rewarding experience for our people while enhancing the services we provide to our community.



Our Leadership Team

Organisational Structure



Strathfield Council is led by our General Manager. The General Manager is appointed by the elected Council and holds the responsibility of ensuring the organisation operates effectively and efficiently.

Through the Delivery Program, the General Manager leads the development of the Community Strategic Plan and coordinates Strathfield Council's responses to it with the support of the Strathfield Council Team.

To support the General Manager in fulfilling their responsibilities, Council operates through five directorates. These divisions are led by the General Manager and four Directors, comprising:

- Office of the General Manager
- Director Corporate & Community
- Director Engineering & Operations
- Director Legal & Civic
- Director Planning & Environment



Michael Mamo,
General Manager

Michael has served as Council's General Manager since August 2022, bringing over 25 years of local government experience. He leads Council's strategic direction and operations, providing high-level support to the Mayor and Councillors while ensuring effective service delivery and strong civic leadership.

Since joining, Michael has driven a significant organisational transformation, improving staff engagement, workplace culture, financial sustainability, and governance. Under his leadership, Council has strengthened communication, collaboration, and community-focused initiatives, enhancing the liveability and vibrancy of Strathfield.

Key Service Areas

- Civic and volunteering services



MICHAEL MAMO AT AN RUOK DAY STAFF EVENT

Left to right: Cathy Edwards-Davis, Kristy Watts, ---, Michael Mamo, Helen Tunks, Melissa Mallos



Kristy Watts,
Director, Corporate
and Community

Kristy oversees a broad portfolio supporting both Council operations and community services, including Finance, Libraries and Community Services, Digital and IT, Customer Experience, and People Experience. Since joining Council, she has driven organisational improvements, enhancing operational efficiency, service excellence, and strategic alignment across the organisation.

Kristy brings extensive leadership experience from senior roles at Blacktown City Council and has worked across local, national, and international contexts in both public and private sectors. Her expertise in organisational dynamics, stakeholder engagement, and strategic leadership guides innovation and cultural transformation at Council.

Key Service Areas

- Library & Community Services (Library customer service, Library Program & Outreach, Community Development Services, Systems & Innovations, Community Strategy)
- Finance (Financial Analysis, Rates Services, Financial Accounting, Management Accounting)
- People Experience (People & Culture, Payroll, Safety & Risk, Corporate Planning & Performance)
- Digital, Information & Customer (ICT Analysis, ICT & Helpdesk Support, Information Management (Records), Customer Service, Spatial Analysis, Facilities Assistance)



Cathy Edwards-Davis,
Director, Engineering
& Operations

Cathy oversees a wide range of engineering and operations related services including engineering, capital works, operations, and asset management across Council, leading the strategic planning and delivery of infrastructure projects that meet community needs.

Since joining Council, Cathy has reduced asset backlogs and consistently delivered high-quality infrastructure, including roads, buildings, parks, and stormwater systems. Her leadership focuses on efficiency, sustainability, and service excellence. Cathy brings extensive local government experience from Inner West, Ashfield, and Woollahra Councils, mentoring teams to achieve successful, community-focused outcomes.

Key Service Areas

- Capital Works (Project management)
- Operations (Civic & Open Space, Civil Works, Building Facilities, Domestic Waste Management)
- Engineering (Landscape architecture, Engineering Services, Strategic Property Management)



Melissa Mallos,
Director, Civic &
Legal *(July 2025
onwards)*

Melissa, who previously served as Council's General Counsel, assumed the role of Director, Civic & Legal in July 2025. She oversees legal services, governance, procurement, and communications & events, ensuring compliance, transparency, and strong decision-making across Council.

An Accredited Specialist in Planning & Environmental Law with over 20 years of legal experience, Melissa has advised government clients in both public and administrative law. Recognised in the 2025 DoYLES Guide of leading Planning and Environmental lawyers, she is known for delivering practical, lawful solutions to complex challenges. Her leadership strengthens Council's legal and civic functions while fostering meaningful community engagement.

Key Service Areas

- Governance & Procurement (Governance, Procurement)
- Communications & Events (Communications & Events, Digital Communications, Graphics & Online Media)
- Legal Services



Paul Reid
Director, Planning
& Environment
*(September 2025
onwards)*

Paul leads Council's Planning & Environment Directorate, overseeing land use planning, development assessment, environmental compliance, commercial operations, and sustainability initiatives that support Strathfield's growth and resilience.

Bringing over 20 years of executive experience across local government, not-for-profit, and consulting sectors, Paul previously led Council's Resilience, Compliance & Commercial portfolio, delivering an organisational restructure, increasing revenue, and achieving high staff engagement. His earlier roles include senior leadership positions at Northern Beaches and Pittwater Councils, and founding Chiswick Group, where he advised councils across NSW on strategy, change, and leadership development.

Key Service Areas

- Planning and Place (Strategic Planning, Development Assessment, Planning Operations, Planning & Place)
- Resilience, Compliance & Commercial (Commercial & Economic Development, Resilience & Environment, Building Survey, Development Compliance, Regulatory Services)

Our Staff Values

PROUD reflects our commitment to excellence in service and workplace culture. We put People first, prioritising strong relationships with our community, colleagues, and partners. We act with Respect and integrity, fostering trust and collaboration. We embrace Opportunity through continuous learning and innovation, empowering each other to grow. We work in Unity, celebrating diverse perspectives and shared purposes. And we show Dedication by striving for exceptional outcomes that make a lasting, positive impact.

The acronym PROUD represents the core values that guide Strathfield Council's culture, behaviours, and service delivery:

P – People First	We prioritise people, our customers, colleagues, partners, and community, recognising that strong relationships are the foundation of great service and meaningful outcomes
R – Respect	We treat each other with respect and integrity, fostering a culture of trust within our teams and across the community
O – Opportunity	We embrace continuous learning, growth, and innovation, empowering one another to reach our full potential
U – Unity	We value diverse perspectives and individual strengths, united by care and a shared commitment to serving our community
D – Dedication	We are committed to achieving exceptional outcomes that make a lasting, positive impact on the lives of those we serve



Workforce Planning

We have developed a four-year Workforce Management Plan (2025–2029) to ensure we have the right people, in the right roles, to meet the evolving needs of our community and organisation.

The Workforce Management plan supports our ability to respond to future challenges and deliver high-quality services by aligning workforce capability with operational and service delivery goals.

The plan also meets the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Framework and forms a key component of Council's broader People Strategy.

It outlines our commitment to building a high-performing, future-ready workforce through the following priorities:

- ▶ **Flexibility:** Ensuring our employees thrive in a balanced and adaptive work environment
- ▶ **Leadership:** Creating effective leadership that is trusted and accountable
- ▶ **People Development:** Provide opportunities and training that engages and enhances our people
- ▶ **Effectiveness:** Work to streamline processes that foster teamwork, innovation and enhance productivity
- ▶ **Communication:** Commitment to fostering a culture that thrives on collaboration, respect and information sharing
- ▶ **Diversity:** Providing meaningful occasions that focus on inclusivity, mental health and wellbeing
- ▶ **Culture:** Creating a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication and a commitment to diversity

While our People & Culture team plays a central role in implementing the People Strategy and Workforce Management Plan, its success relies on the collective efforts of all employees.

As One Strathfield, we stand united by pride, purpose, and a collective commitment to excellence.





Workforce Management Plan Goals

Strathfield Council Employee Benefits

We are committed to being a local government employer of choice by offering a fair, flexible, and supportive work environment.

We provide a range of employee benefits designed to promote work-life balance, professional growth, and wellbeing. These include:

- The ability to achieve a work-life balance with access to flexibility options through Council's Agile Policy
- Ability to work a 35-hour work week
- Access to a range of learning and development program opportunities
- Access to our Fitness Passport Program
- Access to our Health and Wellbeing Reimbursement Program
- A complimentary lunch is provided for all employees once each quarter as part of Council's Staff Roadshow initiative, promoting connection and engagement across the organisation
- Access to our Employee Assistance Program (EAP)
- Health and Wellbeing Expo

Staff events are designed to foster connection, wellbeing, and team spirit. These include annual celebrations such as R U OK? Day, Christmas festivities, as well as a friendly annual staff engagement activity. For July 2024, this initiative took the form of the Staff Olympics, encouraging fun, collaboration, and healthy competition across the organisation.



Quarterly Staff Roadshow event from 2024-25



Staff gathered with Osher Günsberg (TV show host and journalist) at an R U OK Day event held at the Council chambers

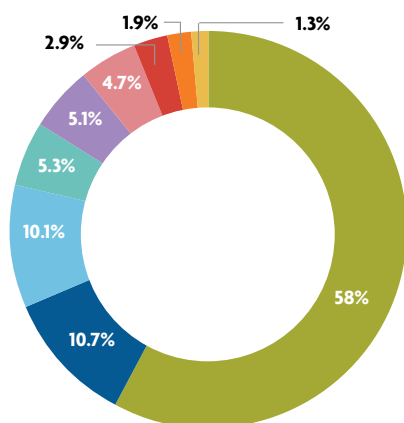
Recruitment

We focus on creating a culture that thrives on flexibility, strong leadership, continuous people development, operational effectiveness, open communication, and a commitment to diversity.

Central to this approach is placing the right people in the right roles - aligning individual strengths, skills, and aspirations with organisational needs to drive success and satisfaction.

Leaders are committed to providing equal opportunities for all, and in support of this, the Recruitment and Selection Policy and Procedure outline clear, fair, and inclusive hiring practices.

From July 2024 to June 2025, a total of 87 positions were advertised, attracting 2,593 applications, with 58% (1,504 applications) submitted via Seek.

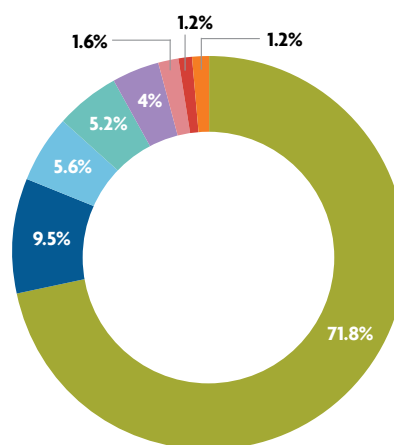


Applicant source	Applications	Percentage
Seek	1504	58%
Council Website	278	10.7%
Indeed	261	10.1%
LinkedIn	138	5.3%
Other	131	5.1%
Council Jobs	123	4.7%
Google	75	2.9%
Word of Mouth	50	1.9%
Referral	33	1.3%

Staff Profile

As of 30 June 2025, we employed a total of 252 staff.

This included 201 full-time employees and 17 part-time employees, with a total headcount of 218 (excluding casuals and agency staff). The breakdown is as follows:



Employment Type	Headcount	Percentage
Full-time permanent	181	71.8%
Casual staff	24	9.5%
Part-time permanent	14	5.6%
Full-time temporary	13	5.2%
Agency staff / consultants	10	4.0%
Full-time on secondment	4	1.6%
Full-time on maternity leave	3	1.2%
Part-time temporary	3	1.2%

Total number of employees as of 30 June 2025

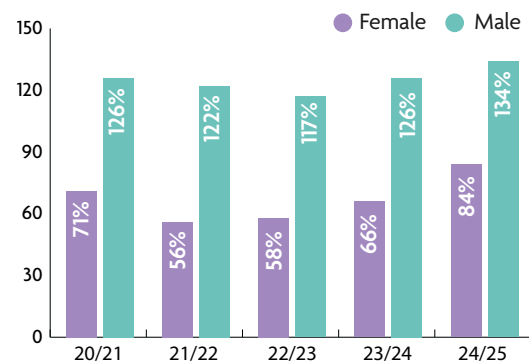
Staff Profile	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Number of Full-Time Staff	201	182	166	167	174
Number of Part-Time Staff	17	11	8	11	14
Headcount	218	193	174	178	197
Casual Employees	24	53	59	58	59

Staff Turnover

Over the 12-month period from July 2024 to June 2025, the organisation experienced a total of 60 staff turnovers. This turnover was influenced by several operational changes, including an organisational restructure, cessation of the bus service and the transition of casual staff to full-time roles, which contributed to shifts in workforce structure.

These figures highlight key trends in workforce mobility and underscore the impact of strategic decisions on staffing levels.

Turnover all staff (%)



Staff turnover of employees as of 30 June 2025

Staff Profile	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Turnover all staff (%)	24%	26%	36%	26%	16%
Total number new starters	60	43	39	32	32



Equal Employment Opportunity

One of the key goals of our People Strategy is to foster diversity by creating meaningful opportunities that promote inclusivity, mental health, and overall wellbeing.

Our objectives include:

- ▶ Cultivating a workplace culture where all employees feel respected, valued, and included
- ▶ Designing staff events that reflect the diverse needs of our workforce, with a strong focus on inclusivity and the promotion of mental health and wellbeing
- ▶ Delivering wellbeing initiatives that are inclusive and responsive to the varied needs of our people

We remain committed to ensuring equitable access to leadership and development opportunities for all employees.

All remuneration, superannuation, and employment conditions are administered in accordance with relevant legislation, including the NSW Local Government (State) Award.

As of 30 June 2025, our workforce is comprised of 61% men and 38% women. Our Senior Leadership Team reflects this with 63% men and 38% women, while women make up 60% of our Executive Leadership Team.

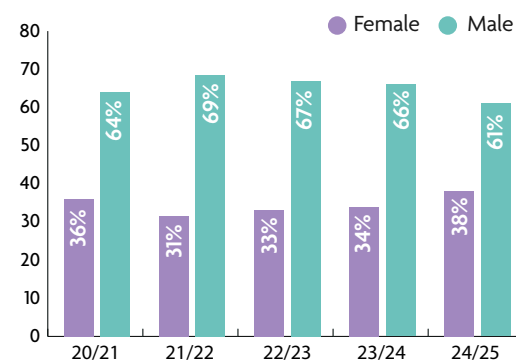
We are dedicated to upholding Equal Employment Opportunity (EEO) principles by fostering:

- ▶ A workplace environment that is free from discrimination and harassment
- ▶ A culture of mutual respect and equality across all levels of the organisation
- ▶ Recognition and support for diversity and equity throughout the workforce
- ▶ An inclusive and culturally aware workplace where all individuals feel valued
- ▶ Protection for anyone who raises a concern, ensuring they are not subject to victimisation or harassment

Demographics of employees as of 30 June 2025

Staff Profile	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Number of female staff	84	66	58	56	71
Female staff (%)	38%	34%	33%	31%	36%
Number of male staff	134	126	117	122	126
Male staff (%)	61%	66%	67%	69%	64%

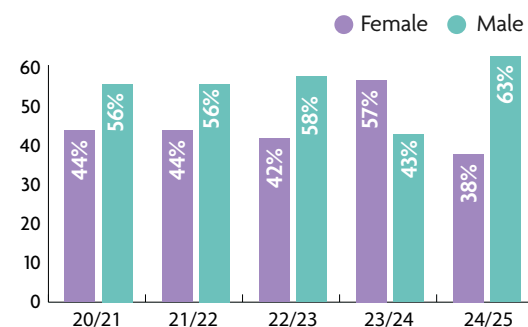
Demographics (%)



Senior Leadership demographics of Strathfield Council employees as of 30 June 2025

Staff Profile	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Female staff (%) in Management roles (level 1-4)	38%	57%	42%	44%	44%
Male staff (%) in Management roles (level 1-4)	63%	43%	58%	56%	56%

Demographics (%)



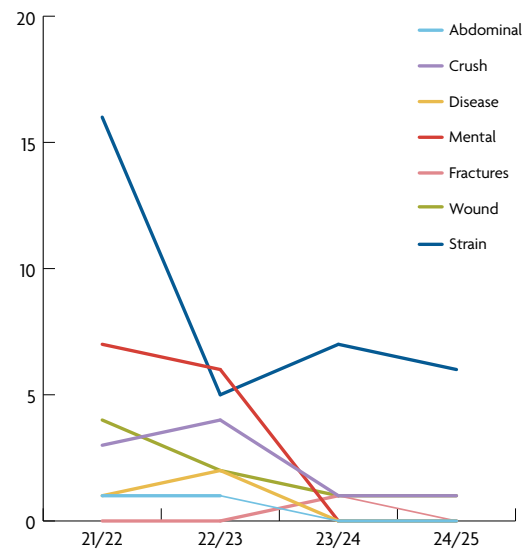
Incident reporting

We are committed to maintaining a safe workplace, and reporting hazards and incidents is a shared responsibility across all levels of the organisation.

To support this, we have introduced Donesafe, a new digital platform for reporting incidents and hazards. Staff can now log reports directly through Donesafe, ensuring a streamlined and timely response.

Once an incident is reported, the system initiates a triaged response to ensure the appropriate action is taken promptly. The Safety & Risk team is responsible for overseeing the investigation and reporting of all workplace incidents at Strathfield Council.

We value continuous improvement and encourages staff to actively contribute to identifying solutions that prevent hazards from recurring.



Number of incidents

During the reporting period from July 2024 to June 2025, a total of eight workplace injuries or illnesses were recorded. This marks a continued downward trend from 10 incidents in the previous year and 20 in the year prior. These cases include both time-loss and medical-only injuries.

The impact on staff and the organisation has been significantly reduced through proactive early return-to-work programs and the implementation of alternative work arrangements. As a result, claims costs, covering lost wages and medical reimbursements, have decreased by 60% compared to the previous reporting period.

Nature of injuries by type

Time Lost Injuries	2024/2025	2023/2024	2022/2023	2021/2022
Abdominal	0	0	1	1
Crush	1	1	4	3
Disease	0	0	2	1
Mental	0	0	6	7
Fractures	0	1	0	0
Wound	1	1	2	4
Strain	6	7	5	16
TOTAL	8	10	20	32

First year claims costs as of 30 June of each year

Time Lost Injuries	2024/2025	2023/2024	2022/2023	2021/2022
Claim Costs	\$34,231	\$99,861	\$197,063	\$202,585

First year claims costs represent the total cost of workers compensation claims incurred within the first 12 months after an injury occurs, reflecting the initial financial impact of workplace injuries in each year.

As at 30 June 2025, our first-year claim costs totalled \$34,231, representing a 66% reduction from the previous year and an 83% reduction since 2021-2022. This sustained downward trend demonstrates the effectiveness of our proactive approach to workplace safety, early intervention, and injury management. The results highlight the positive impact of stronger safety practices, timely reporting, and enhanced return-to-work support across the organisation.

Awards and recognition received



Manager of Engineering - David Abbott Award (IPWEA)

Our Manager of Engineering, Herman Lok, was honoured with the David Abbott Award by the Institute of Public Works Engineering Australasia (IPWEA). This highly respected award celebrates professionals who demonstrate exceptional dedication, leadership and service to local government engineering. Herman was recognised for his long-standing commitment to strengthening our public infrastructure, championing innovation in engineering practice, and consistently delivering high-quality outcomes for our community. His achievement reflects not only his personal passion for the field but also the strength and professionalism of our engineering team.



Senior Environmental Health Officer - 2025 Food Regulation Partnership Champion - Individual (City) Award

Our Senior Environmental Health Officer, Erin Hogan, received the 2025 Food Regulation Partnership Champion - Individual (City) Award at the NSW Food Authority's Food Regulation Partnership Conference. This award celebrates individuals who excel in food surveillance, compliance and public health protection. Erin was acknowledged for her outstanding leadership in promoting safe food practices, delivering high-quality inspections, and supporting local businesses to meet their regulatory responsibilities. Her recognition highlights the dedication of our environmental health team and our ongoing commitment to ensuring food safety and protecting the wellbeing of our community.



Director of Legal and Civic, Melissa Mallos – Doyle's Guide 2025

Our Director of Legal and Civic and General Counsel, Melissa Mallos, was named in the 2025 Doyle's Guide as one of Australia's leading in-house Planning and Environment Lawyers. Doyle's Guide is an independent directory that identifies exceptional legal professionals through peer and client recognition. Melissa's inclusion reflects her deep expertise in planning and environmental law, her thoughtful and strategic approach to complex matters, and her strong support for sound governance and decision-making across our organisation. This recognition is a testament to Melissa's professionalism and the valuable legal capability she brings to our leadership team.



Part C - Our Finances

Our Community Finance Report

We are committed to maintaining transparency and accountability in how we manage public funds. In accordance with the Local Government Act 1993, this report provides a summary of our financial performance and position for the year ended 30 June 2025, supported by the detailed audited financial statements.

This section offers a clear overview of how we have managed our income, expenditure, and investments throughout the year. It highlights how our financial decisions enable the delivery of essential services, infrastructure projects, and community programs.

By understanding our financial position, our community can see the careful planning and prudent management that underpin our operations - ensuring resources are used responsibly, services remain sustainable, and investments continue to enhance the quality of life for everyone living in the Strathfield Local Government Area.

Overview

In 2024–25, we continued to strengthen our financial position by balancing fiscal responsibility with our commitment to meeting community needs. Our progress was driven by:

- Implementing targeted strategies to responsibly grow revenue, ensuring the ongoing funding of essential services and future projects
- Managing costs prudently through our Special Variation (SV) initiative and broader financial sustainability improvement program
- Investing in critical infrastructure, maintenance, and community services that support a vibrant and sustainable Strathfield

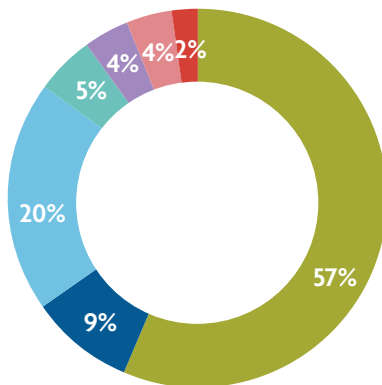
Throughout the year, we navigated a range of external pressures, including inflationary impacts and legislative changes affecting employee and operational costs. Despite these challenges, we remained focused on sound financial management while continuing to deliver the high-quality services and infrastructure that our community expects and deserves.

Income Statement Highlights

Revenue Growth

Our total income from continuing operations was \$73.90 million, remaining steady compared to \$73.99 million in 2023/24. Key highlights include:

- ▶ **Rates and annual charges:** \$41.90 million - an increase of \$4.98 million from 2023/24, driven by targeted revenue strategies, including the Special Variation, to maintain sustainable funding for essential services
- ▶ **User charges and fees:** \$6.57 million - an increase of \$1.28 million from 2023/24, reflecting higher activity levels across the LGA and greater compliance requirements for work zones and standing plant permits
- ▶ **Capital grants and contributions:** \$14.51 million - a decrease of \$8.43 million from 2023/24. These funds are restricted for specific capital and infrastructure projects to support population growth. The reduction is primarily due to a dedication of 8 units in Homebush made to Council for affordable housing in 2023/24, valued at \$5.6 million

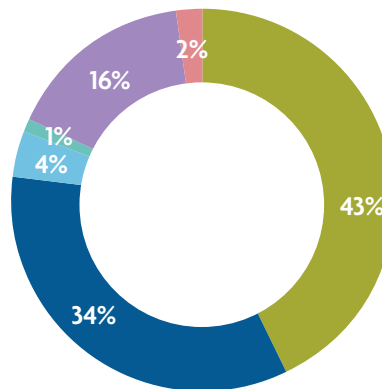


Rates & Annual Charges	\$41.90m
User Charges & Fees	\$6.57m
Capital Grants & Contributions	\$14.51m
Other Revenues	\$3.5m
Operating Grants & Contributions	\$14.5m
Interest & Investment Income	\$3.01m
Other Income	\$1.25m

Expenditure

Our total expenses from continuing operations were \$58.96 million, an increase of 21.3% from \$48.61 million in 2023/24. The main contributing factors were:

- ▶ **Employee costs:** \$30.09 million - up 16.6% from 2023/24, reflecting legislated award increases, higher superannuation guarantee rates, additional employee leave provisions, and rising workers compensation premiums
- ▶ **Materials and services:** \$24.09 million - up from \$19.78 million in 2023/24, primarily due to inflationary pressures affecting contractor expenses, street cleaning, and waste disposal costs
- ▶ **Net loss on disposal of assets:** \$2.94 million - up from \$1.67 million in 2023/24, largely resulting from asset renewal and upgrade works undertaken during the year. While some assets still held residual value, their replacement was necessary following Council resolutions, including the renewal of nets and other facilities at the Hudson Park Driving Range



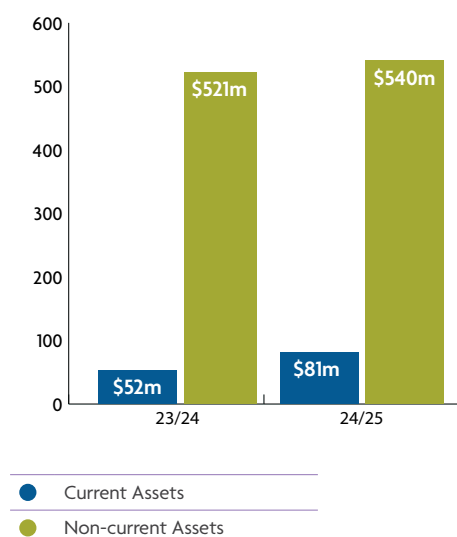
Employee Costs	\$30.09m
Materials & Services	\$24.09m
Net Loss on Disposal of Assets	\$2.94m
Borrowing Costs	\$5.04m
Depreciation	\$10.9m
Other Expenses	\$1.35m

Balance Sheet Highlights

Assets

As at 30 June 2025, our total assets were \$621.27 million, an increase of 8.21% from the previous year. Key highlights include:

- ▶ **Current assets: \$81.17 million** - up 54.93% from 2023/24, primarily due to higher cash, cash equivalents, and investment balances, along with unexpended developer contributions and loan proceeds that are legally restricted for specific purposes
- ▶ **Non-current assets: \$540.11 million** - up 3.52%, largely reflecting the comprehensive revaluation of operational land and the indexation of other infrastructure, property, plant, and equipment (IPPE) asset classes, demonstrating our continued investment in asset renewal and maintenance.

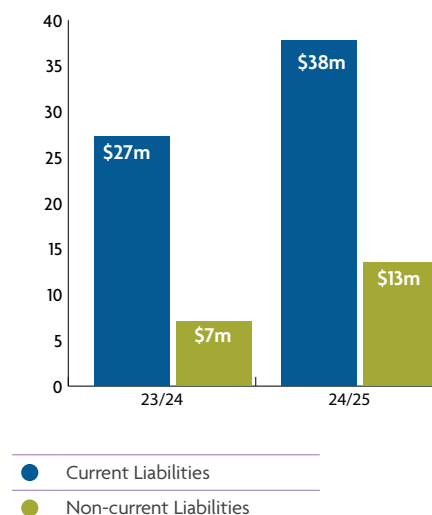


Liabilities & Net Assets

As at 30 June 2025, our total liabilities were \$51.26 million, an increase of 49.16% from 2023/24. Key movements include:

- ▶ **Current liabilities: \$37.80 million** - up \$10.48 million from 2023/24, mainly due to higher payables such as deposits and bonds, increased contract liabilities, new short-term borrowings, and higher employee leave provisions
- ▶ **Non-current liabilities: \$13.48 million** - up \$6.41 million from 2023/24, primarily reflecting additional borrowings undertaken to fund critical infrastructure renewal projects that will provide long-term benefits to the community

Overall, our net assets have continued to grow, demonstrating strengthened financial resilience and an enhanced capacity to invest in future community priorities.



Key Financial Ratios

We use a range of financial performance ratios to assess how effectively we manage our finances, both in the short term (liquidity) and the long term (sustainability). These standardised indicators, recommended by the Office of Local Government (OLG), enable us and the community to evaluate our financial health over time and benchmark our performance against other NSW councils.

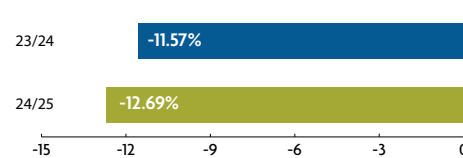
The following ratios provide insight into:

- ▶ The efficiency with which we generate and use revenue
- ▶ Our ability to meet short-term financial obligations
- ▶ Our overall financial sustainability
- ▶ The condition and management of our assets and infrastructure

Key Financial Ratios

Ratio	OLG Benchmark	2024-25	2023-24
1 Operating Performance Ratio	>0.00%	-12.69%	-11.57%
2 Own Source Operating Revenue Ratio	>60.00%	76.09%	65.14%
3 Unrestricted Current Ratio	>1.50x	2.15x	5.02x
4 Debt Service Cover Ratio	>2.00x	3.32x	N/A
5 Rates & Annual Charges Outstanding Percentage	<5.00%	6.61%	6.28%
6 Cash Expense Cover Ratio	>3 months	19.40 months	17.30 months

1. Operating Performance Ratio



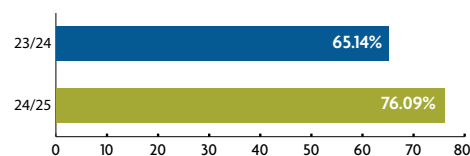
Purpose: This ratio measures whether our day-to-day operating income (excluding capital grants and contributions) is sufficient to cover operating expenses, including depreciation, amortisation, and impairment.

Why it matters: It speaks to operational sustainability, if the ratio is negative (i.e., expenses exceed operating revenue), we may be eroding our capacity to maintain services and assets.

Our performance: -12.69% (down from -11.57% in 2023–24).

While operating revenue has remained stable, expenditure increased due to legislative changes and inflationary cost pressures.

2. Own Source Operating Revenue Ratio



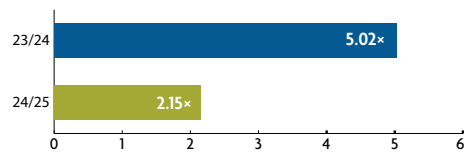
Purpose: This ratio measures how much of our revenue is generated from our own sources such as rates, annual charges, and user fees rather than from external grants and contributions.

Why it matters: A higher ratio means more fiscal flexibility (less dependence on unstable grant funding) and improved control over the revenue base.

Our performance: 76.09% (up from 65.14% in 2023–24).

We continue to strengthen our self-funding capacity through own-source revenue to support ongoing service delivery.

3. Unrestricted Current Ratio



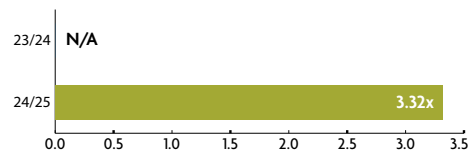
Purpose: This liquidity measure compares unrestricted current assets (those not externally restricted) to unrestricted current liabilities.

Why it matters: It assesses short-term capacity to meet obligations (payables, accruals) without relying on restricted funds. If too low, we may struggle to meet short-term commitments.

Our performance: 2.15x (down from 5.02x in 2023–24).

Although this ratio has decreased, we remain well above the Office of Local Government (OLG) benchmark, maintaining our strong short-term liquidity position.

4. Debt Service Cover Ratio



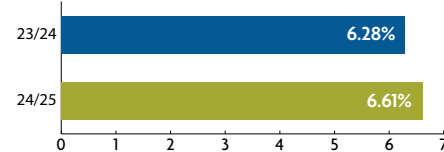
Purpose: This ratio assesses the availability of operating cash to service debt obligations, including interest, principal repayments, and lease payments.

Why it matters: It indicates our ability to responsibly take on and service debt. High ratio means more capacity, whereas a low ratio means there is pressure on cash flows or risk of debt servicing issues.

Our performance: 3.32x (not applicable in 2023/24).

Our result exceeds the OLG benchmark, demonstrating a healthy ability to meet debt obligations comfortably.

5. Rates and Annual Charges Outstanding Percentage



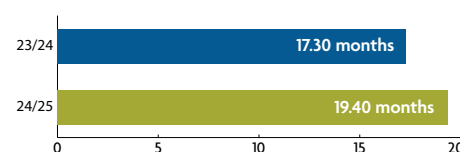
Purpose: The proportion of rates and annual charges levied that remain outstanding at year end.

Why it matters: This is a measure of revenue-collection efficiency and liquidity risk: high outstanding amounts may reduce available cash and indicate collection issues or hardship exposure.

Our performance: 6.61% (up from 6.28% in 2023–24).

The slight increase may be attributed to ongoing cost-of-living pressures during a high-inflation environment, coupled with the 13% Special Variation applied to ad valorem ratepayers and the 5% rate peg applied to minimum ratepayers.

6. Cash Expense Cover Ratio



Purpose: This ratio indicates how many months we could continue to pay immediate expenses using our existing cash, cash equivalents, and term deposits assuming no additional income is received.

Why it matters: This is a key liquidity buffer measure which shows how many months we could operate if any new income ceased temporarily. A low number means less buffer against shocks.

Our performance: 19.40 months (up from 17.30 months in 2023–24).

We continue to outperform the OLG benchmark, maintaining very strong cash reserves. However, it is important to note that a significant portion of these funds is externally restricted and can only be used for specific purposes.

Key Infrastructure and Asset Management Ratios

We use a set of infrastructure and asset management ratios to assess how effectively we maintain, renew, and manage community assets, including roads, buildings, parks, and other essential infrastructure. These standardised measures, recommended by the Office of Local Government (OLG), enable us and the community to monitor the condition, performance, and long-term sustainability of our asset base, and to benchmark our performance against other councils across New South Wales.

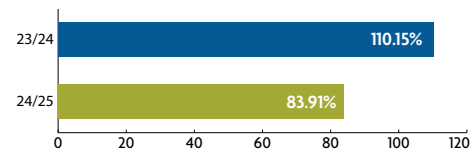
The following ratios allow us to provide an insight into:

- ▶ The effectiveness of our asset maintenance and renewal programs
- ▶ The scale of any infrastructure backlog and required future investment
- ▶ The efficiency of bringing assets up to agreed service levels
- ▶ The sustainability of our long-term asset management practices

Key Infrastructure and Asset Management Ratios

	Ratio	OLG Benchmark	2024-25	2023-24
1	Building & Infrastructure Renewals Ratio	> 100.00%	83.91%	110.15%
2	Infrastructure Backlog Ratio	< 2.00%	7.99%	10.29%
3	Asset Maintenance Ratio	> 100.00%	106.25%	106.79%
4	Cost to Bring Assets to Agreed Service Level Ratio		10.02%	16.61%

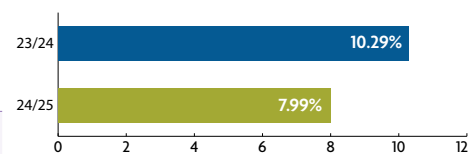
1. Buildings and Infrastructure Renewals Ratio



Purpose: Measures the extent to which we renew our infrastructure assets (both buildings and infrastructure) relative to the depreciation (or consumption) of those assets. A ratio $\geq 100\%$ means renewal/replacement is keeping up with consumption.

Our performance: 83.91% (down from 110.15%). Several renewal projects that commenced during the year, valued at approximately \$5.3 million, were not completed by year-end, the majority relating to infrastructure renewal works. These projects are scheduled for completion in the 2025–26 financial year.

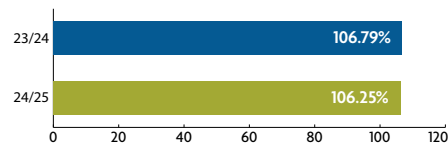
2. Infrastructure Backlog Ratio



Purpose: Indicates the proportion of our infrastructure that is in backlog (i.e., likely requiring renewal, repair or replacement) relative to the total infrastructure asset value. A low number is desirable.

Our performance: 7.99% (down from 10.29%). As we continue to invest in the renewal and upgrade of our infrastructure assets, the overall condition of these assets has improved, contributing to a reduction in the infrastructure backlog.

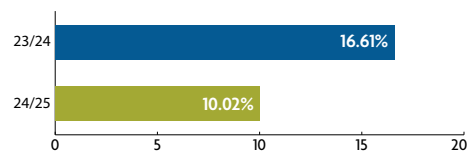
3. Asset Maintenance Ratio



Purpose: Measures whether we are spending what is required to maintain our assets at agreed service levels. If < 100 % it may indicate under-maintenance (risking earlier failure/renewal).

Our performance: 106.25% (slightly down from 106.79%). We continue to invest in the full life-cycle management of its infrastructure assets, as reflected in our consistent outperformance of the Office of Local Government (OLG) benchmark over the past two years.

4. Cost to Bring Assets to Agreed Service Level Ratio



Purpose: Gives a sense of how much investment is needed (in relative terms) for our assets to meet the agreed service level set out in our asset-management plan. Useful for long-term modelling of funding gaps.

Our performance: 10.02% (down from 16.61%). Our asset renewal works are being delivered efficiently, reflecting continued progress in maintaining and upgrading community infrastructure.

Our Commitment to Financial Sustainability

We remain committed to the responsible and transparent management of community resources, ensuring every dollar is invested wisely to deliver high-quality services and maintain essential infrastructure. Our priority is to balance strong financial discipline with the evolving needs of our community, enabling the delivery of sustainable services now and into the future.

Throughout the 2025–26 financial year and beyond, we will continue to:

- ▶ Maintain and enhance community assets such as parks, roads, and public facilities
- ▶ Deliver essential services efficiently while remaining responsive to community expectations
- ▶ Provide clear, accessible, and transparent financial information to keep our community informed

Through prudent planning, continued investment, and open communication, we aim to ensure Strathfield remains a vibrant, well-served, and resilient community for all residents.



Part D - Our Statutory Reporting

Our Statutory Reporting

As a local council, we are required to report on a range of statutory obligations to ensure transparency, accountability, and good governance. The following section provides an overview of key statutory reporting requirements, including our compliance with legislative obligations, policies, and programs.

This information allows our community to see how we meet legal responsibilities, manage risks, and uphold standards across all areas of our operations. By presenting these details clearly, we aim to keep our residents informed about how we operate, make decisions, and deliver services that benefit the community.



Statutory Reporting Index

The following table outlines our compliance with statutory reporting requirements under the Local Government Act 1993, associated Regulations, and other relevant legislation. All required information is included in this Annual Report or in the accompanying Financial Statements, unless otherwise stated.

Requirement	Legislative Reference	Location in Annual Report
Integrated Planning and Reporting (IP&R)		
Reporting on Delivery Program and Operational Plan progress, service reviews, and quadruple bottom line	Local Government Act 1993 (NSW), section 428(3), IP&R Guidelines 5.2-5.3	Our Performance, page 31 - 96
Reporting on Community Strategic Plan outcomes (election year only)	N/A	N/A
Financial Reporting		
Audited Financial Statements	Local Government Act 1993 (NSW), section 428(4)(a)	Appendix A - Audited Financial Statements 2024-25
Rates and Charges Abandonment	Local Government (General) Regulation 2021 s132	Our Statutory Reporting, page 148
Special Rate Variation	Instrument under section 508A of the Local Government Act 1993 (NSW) - Special Variation for Strathfield Municipal Council for 2023-24 to 2026-27	Our Statutory Reporting, page 149
Governance and Compliance		
Modern slavery statement and response to issues raised by the Anti-Slavery Commissioner	Local Government Act 1993 s428(4)(c)-(d) and Modern Slavery Amendment Act 2021 (NSW)	Our Statutory Reporting, page 146
Audit, Risk and Improvement Committee Compliance Statement	Local Government (General) Regulation 2021 cl.216(T)	Our Statutory Reporting, page 110
Audit, Risk and Improvement Committee attestation	Local Government (General) Regulation 2021 (NSW), clause 216T	Our Statutory Reporting, page 111
Councillor expenses and facilities	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a1)	Our Statutory Reporting, page 120
Overseas and interstate visits by Councillors or staff	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a)(a1)(v)	Our Statutory Reporting, page 125
Details of contracts awarded over \$150,000	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a2)	Our Statutory Reporting, page 128
Summary of legal proceedings	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a3)	Our Statutory Reporting, page 143
Work on private land	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a4)	Our Statutory Reporting, page 148
Financial assistance and grants provided	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a5) and Local Government Act 1993 (NSW), section 356	Our Statutory Reporting, page 140
External bodies exercising council functions	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a6)	Our Statutory Reporting, page 130

Requirement	Legislative Reference	Location in Annual Report
Corporations, partnerships, trusts or joint ventures	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a7)–(a8)	Our Statutory Reporting, page 130
Service Reviews	Local Government Act 1993 (NSW), sections 428(3) and 428(4)(b)	Our Statutory Reporting, page 149
Workforce and Remuneration		
Equal Employment Opportunity (EEO) statement	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(a9)	Our Statutory Reporting, page 135
General Manager & Senior Staff remuneration	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(b) & (c)	Our Statutory Reporting, page 136
Workforce profile (as at 4 December 2024)	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(d)	Our Statutory Reporting, page 148
Environmental and Infrastructure Reporting		
Environmental upgrade agreements	Environmental Upgrade Agreements Act 2010 (NSW), section 54P(1)	Our Statutory Reporting, page 135
Stormwater management services (if applicable)	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(e)	Our Statutory Reporting, page 146
Coastal protection services (if applicable)	Local Government (General) Regulation 2021 (NSW), regulation 217(l)(e1)	N/A
Companion Animals Act reporting	Local Government (General) Regulation 2021, clause 217(l)(f)	Our Statutory Reporting, page 125
Capital works reporting	Policy/guideline: OLG Capital Expenditure Guidelines (NSW)	Our Performance, page 41-46
Social and Inclusion Reporting		
Carers Recognition Act compliance	Carers Recognition Act 2010 (NSW), section 8(2)	N/A
Disability Inclusion Action Plan implementation	Disability Inclusion Act 2014 (NSW), section 13(1)	Our Statutory Reporting, page 132
Planning and Development		
Planning agreements in force	Environmental Planning and Assessment Act 1979 (NSW), section 7.5(5)	Our Statutory Reporting, page 130
Developer contributions and levies	Environmental Planning and Assessment Regulation 2000 (NSW), clause 218A(1)–(3)	Our Statutory Reporting, page 130
Other Reporting Requirements		
Swimming pool inspections	Swimming Pools (Amendment) Act 1992 (NSW), section 22F(2)	Our Statutory Reporting, page 147
Government Information (Public Access) activity	Government Information (Public Access) Act 2009 (NSW), section 125(1); and the Government Information (Public Access) Regulation 2009 (NSW), clause 8	Our Statutory Reporting, page 136



Audit, Risk & Improvement Committee Compliance Statement

Local Government (General) Regulation 2021 cl.216(T)

Audit, Risk and Improvement Committee

Under the Local Government Act 1993, all councils are now required to have an Audit, Risk and Improvement Committee (ARIC). In addition, amendments to the Local Government (General) Regulation 2021 introduced requirements for councils to establish a Risk Management Framework and Internal Audit function, as well as specific membership criteria for ARICs.

These important measures took effect from 1 July 2024, and from this date, councils must confirm their compliance in their Annual Reports. In preparation, we adopted new Terms of Reference for our ARIC and an Internal Audit Charter in April 2024, both based on the model provided by the Office of Local Government.

Our Audit, Risk and Improvement Committee plays a vital advisory role, providing Council with independent assurance and guidance across key areas including compliance, risk management, financial management, governance, audit, fraud control, and performance reporting.

During the 2024-2025 financial year, the Committee met five times on 5 September 2024, 17 October 2024, 26 November 2024, 5 March 2025, and 4 June 2025, to oversee progress and review key initiatives. At its June 2025 meeting, the Committee recommended a new Internal Audit Plan, which Council endorsed later that month at the Ordinary Council Meeting on 23 June 2025.

Throughout the year, seven audits were completed, focusing on:

- Fraud and Corruption
- Plant and Fleet Management
- Payroll and Payroll Analytics
- Tree Management
- Street Sweeping
- Road Safety Initiatives
- Work Health and Safety Management System

Our 2023–2024 Financial Statements were also audited and presented to the Ordinary Council Meeting on 26 November 2024.

Audit, Risk and Improvement Committee Attestation

Internal audit and risk management attestation statement for the 2024-2025 financial year for Strathfield Municipal Council:

Requirement	Compliance
1. Strathfield Council has appointed an audit, risk and improvement committee that comprises an independent chairperson and at least two independent members (section 428A of the Local Government Act 1993, section 216C of the Local Government (General) Regulation 2021).	Compliant
2. The chairperson and all members of Strathfield Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the Local Government (General) Regulation 2021 and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the Local Government (General) Regulation 2021). (Noting this non-compliance was reported to Council and the Office of Local Government prior to the non-compliance taking place)	Non-compliant
3. Strathfield Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the Local Government (General) Regulation 2021).	Compliant
4. Strathfield Council provides the audit, risk and improvement committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the Local Government (General) Regulation 2021).	Compliant
5. Strathfield Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant
6. Strathfield Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment of each council term of the matters listed in section 428A of the Local Government Act 1993 reviewed during that term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant
7. The governing body of Strathfield Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant

Membership

The chairperson and membership of the audit, risk and improvement committee for the reporting period were:

Role	Name	Commencement	Date of Expiry
Chairperson	Brian Hrnjak	27 June 2014	30 June 2025
Independent member	Catherine O'Mallon	6 December 2022	30 June 2025
Independent member	Sonja Hammond	1 July 2024	30 June 2028
Independent member	Alan Pigott	1 July 2024	30 June 2028
Councillor observer	Cr Esther Kim	8 October 2024	30 September 2028 or changed by Council Resolution

Risk Management

Requirement	Compliance
<p>8. Strathfield Council has adopted a risk management framework that is consistent with the current Australian risk management standard and is appropriate for Council's risks (section 216S of the Local Government (General) Regulation 2021). Council's Strategic Risk Appetite and Strategic Risk Register, along with its Operational Risks, were presented to the ARIC on 23 December 2024 for feedback. The Operational Risk Register, including the linkages to drafted strategic risks, were subsequently provided to the ARIC on 5 March 2025, with the minutes of that meeting adopted by Council on 25 March 2025. While Council's Strategic Risks and Risk Appetite were not adopted during the 2024–2025 financial year, they were formally adopted at the Council Meeting on 30 September 2025. Similarly, the Draft Enterprise Risk Management (ERM) Policy and Framework, though not adopted in 2024–2025, were placed on public exhibition on 1 October 2025 to support improved compliance and maturity of Council's risk management practices in future years.</p>	<p>Non-compliant</p>
<p>9. Strathfield Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the Local Government (General) Regulation 2021).</p>	<p>Partial compliance.</p> <p>The Audit, Risk and Improvement Committee (ARIC) has played an active role in the oversight of the development of Council's Enterprise Risk Management Policy and Framework and has overseen the identification and management of Council's strategic risks. Once the Policy and Framework are formally adopted, Council will be well positioned to undertake a comprehensive assessment of their effectiveness after they have been in operation for a sufficient period of time to enable meaningful evaluation.</p>

Internal Audit

Requirement	Compliance
10. Strathfield Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the Local Government (General) Regulation 2021).	Compliant
11. Strathfield Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the Local Government (General) Regulation 2021).	Compliant
12. Strathfield Council's internal audit function is independent and internal audit activities are not subject to direction by Strathfield Council (section 216P of the Local Government (General) Regulation 2021).	Compliant
13. Strathfield Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the Local Government (General) Regulation 2021).	Compliant
14. Strathfield Council has appointed a member of staff to direct and coordinate internal audit activities, or is part of a shared arrangement where a participating council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the Local Government (General) Regulation 2021).	Compliant
15. Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant
16. Strathfield Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the Local Government (General) Regulation 2021).	Compliant
17. Strathfield Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant
18. Strathfield Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the Local Government (General) Regulation 2021).	Compliant

Non-compliance with the Local Government (General) Regulation 2021

Strathfield Council has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its audit, risk and improvement committee and risk management processes.

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Chairperson's Service Period (previously reported to OLG)	<p>Council was reluctant to lose two highly experienced and knowledgeable independent members, one of whom served as Chair.</p> <p>Under Section 216U of the Local Government (General) Regulation 2021, Council was not required to comply with a provision of the Division if it could demonstrate that it met the requirements outlined in subsections (a)–(c).</p> <p>Section 216U – Contravention of Division Permitted in Certain Circumstances (Act, Schedule 6, Clause 8A):</p> <p>A council is not required to comply with a provision of this Division if:</p> <ol style="list-style-type: none"> the council is unable to comply because compliance (i) was unreasonable due to a temporary circumstance, or (ii) would have had a significant impact on the council's budget, and the council was unable to enter into an agreement with another council or joint organisation to ensure compliance, and the council proposed an alternative arrangement to ensure an equivalent outcome to the requirement, and the council notified the Departmental Chief Executive of the failure to comply within 28 days, and the council will include a statement about the non-compliance in its Annual Report, detailing the matters set out in paragraphs (a)–(c). <p>Council's Assessment under Section 216U:</p> <ul style="list-style-type: none"> ▶ S216U(a)(i): Council considered that a temporary circumstance existed, given the delay in finalising the 2022-2023 Financial Statements Audit and the concurrent implementation of audit recommendations, while also preparing for the 2023-2024 Financial Statements Audit. Retaining experienced ARIC members during this period was viewed as critical to maintaining oversight, stability, and knowledge continuity. ▶ S216U(b): Council had successfully operated an independent ARIC for more than a decade and determined that establishing a shared service arrangement with another council was not appropriate given the specific financial and governance complexities at that time. ▶ S216U(c): Council assessed the risks associated with full compliance from 1 July 2024—namely, the loss of two independent members (including the Chair) and the recruitment of replacements—against the risks of a short-term period of non-compliance while transitioning to the new regulatory requirements. Council determined that the lower-risk and more prudent approach was to maintain the existing ARIC composition until 30 June 2025, with a clear plan to achieve full compliance from 1 July 2025. 	This has now been addressed as the Chairperson's extended term concluded on 30 June 2025.	A new Chairperson was appointed for the 2025–2026 period, achieving full compliance from 1 July 2025 while ensuring seamless knowledge transfer and continuity of governance quality.

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Adoption of Enterprise Risk Management Policy, Framework and Strategic Risks	<p>Council undertook an extensive consultation process with both the Executive and Senior Leadership Teams to develop a comprehensive Enterprise Risk Management Policy and Framework. This process required considerable time and collaboration, as Council had not previously introduced such a policy or framework. By the time the draft documents were finalised, Council had entered the caretaker period.</p> <p>Following the commencement of the new Council term, priority was given to a range of training and development activities for Councillors. Introducing the Policy and Framework required a strong foundational understanding of Council's operations and governance environment, and as such, the process was carefully sequenced to ensure Councillors were well-prepared to consider and adopt it effectively.</p>	<ul style="list-style-type: none"> Strategic Risks were adopted by Council on 30 September 2025. The Policy and Framework were publicly exhibited from 1 October 2025 and are scheduled for adoption prior to 30 November 2025 following community feedback. 	

These processes, including the alternative measures implemented, demonstrate that Strathfield Council has established and/or commenced establishment and maintenance of frameworks, systems, processes and procedures for appropriately managing audit and risk within Strathfield Council.

Councillor Expenses & Facilities Breakdown

Local Government Act 1993 s.428 (f), Local Government (General) Regulation 2021 cl.217 (a) (a1) (I-viii) and Councillor Expenses and Facilities Policy

The Mayor and Councillors receive an annual fee endorsed by Council and set within the approved range by the Local Government Remuneration Tribunal. The maximum Mayor's fee for 2024-2025 was \$49,170 and Councillor fee \$22,540. The Mayor and Councillors also receive reimbursement of expenses relating to their roles, as detailed in Council's Councillor Expenses and Facilities Policy.

Council meetings and sub-committees

Our Councillors meet regularly throughout the year to discuss and make decisions on matters that shape our community. They are required to meet at least 10 times each year, with Ordinary Meetings usually held on the fourth Tuesday of each month. Extraordinary Meetings may also be called when additional matters need to be considered between scheduled meetings.

During these meetings, Councillors consider a wide range of reports prepared by staff covering policy, finance, land use planning, community consultation outcomes, legal matters, and legislative requirements, as well as other issues that are important to our community. The Mayor and Councillors can also bring forward topics for discussion through Mayoral Minutes, Notices of Motion, and Rescission Motions. A decision or resolution is made when a majority of Councillors vote in favour of a motion.

Our meetings are open to the public, except for confidential sessions, and we encourage residents to attend or tune in. All Council meetings are live-streamed, allowing community members to follow proceedings from their homes or other locations. Agendas are published on our website at least three days before each meeting, and minutes are made available online after each meeting, ensuring transparency and accessibility for everyone.

Council Committees

The following Councillors were appointed to represent Council on the following statutory, regional bodies or committees involving members of public over the 2024-2025 financial year.

The following committees outlines the previous term of Council and covers the period between July to October 2024.

Committee	Purpose	Councillor members
Cooks River Alliance (CRA)	Regional partnership of councils and agencies in the Cooks River catchment working to improve the health of the Cooks River catchment.	Councillor Pensabene and Councillor Maheswaran
Parramatta River Catchment Group (PRCG)	Regional partnership of councils and agencies in the Parramatta River catchment working to improve the health of the Parramatta River.	Councillor Pensabene and Councillor Reddy
Traffic Committee	Considers all traffic, parking and transport management issues in accordance with delegated powers from Transport for NSW.	Councillor Blackmore and Councillor Pensabene
Audit, Risk and Improvement Committee	Advises Council on compliance, risk management, and fraud control.	Councillor Blackmore (Delegate) Councillor Pensabene (Delegate) Councillor Datta (Alternate) Councillor Maheswaran (Alternate) Councillor Hall (Alternate)
Southern Sydney Regional Organisation of Councils (SSROC)	A focus of Councils spanning southern, eastern, central and inner west suburbs, interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.	Councillor Blackmore Councillor Pensabene and Councillor Cai

The following Chair and Deputy Chairs were appointed to Council Advisory Committees for the period between July to October 2024. These committees were disbanded as of October 2024.

Committee	Councillor Chair/Deputy
Multicultural and Diversity Advisory Committee	Chair: Councillor Reddy. Deputy: Councillors Cai and Datta
Wellbeing Advisory Committee (disbanded 5 September 2024)	Chair: Councillor Pensabene. Deputy: Councillors Cai and Reddy
Local Economic Development and Partnership Advisory Committee	Chair: Councillor Maheswaran. Deputy: Councillors Reddy, Hall and Datta

Following the start of the current term of Council from October 2024, the following Councillors were appointed to represent Council on the following statutory, regional bodies or committees involving members of the public over the 2024-2025 financial year.

Committee	Councillor Members
Audit, Risk and Improvement Committee	Councillor Kim (Non-voting member)
Cooks River Alliance Management Committee	Councillor Reddy (Voting member) and Councillor Kim (Alternate)
Parramatta River Catchment Group	Councillor Cai (Voting member)
Southern Sydney Regional Organisation of Councils (SSROC)	Councillor Baladi (Voting member) and Councillor Cai (Alternate)
Local Transport Forum (formerly Traffic Committee)	Councillor Blackmore (Chair and Voting Delegate)
Multi-Cultural Advisory Committee	Councillor Reddy (Chair)
Budget Review and Finance Committee	Councillor Baladi (Chair) and Councillor Blackmore (Deputy Chair)

Councillors Fees and Expenses

To support Councillors in performing their role, Councillors receive fees, facilities and reimbursement of expenses. Fees for Councillors and the Mayor are determined by the Local Government Remuneration Tribunal annually.

Councillor's facilities and expenses including monetary limits are set out in Council's Councillors Expenses and Facilities Policy. The following fees were paid in 2024-2025:

Item	Amount
Mayoral Allowance (excluding Councillor fees & superannuation)	\$46,848.08
Councillors' Fees	\$150,194.21
Superannuation Contributions	\$11,551.06
TOTAL	\$208,593.35

The following costs were incurred during 2024-2025 for the payment of expenses and provision of facilities to Councillors (excluding fees):

Type of Expense	Requirement	Total Cost (\$)
Dedicated office equipment including laptop computers, mobile devices and any installation costs	LG (General) Reg. 2021 cl.217(1)(a1)(i)	\$1,710.73
Telephone calls (including landline and mobile calls)	LG (General) Reg. 2021 cl.217(1)(a1)(ii)	\$0
Councillors Conference and Seminar Expenses	LG (General) Reg. 2021 cl.217(1)(a1)(iii)	\$9,687.53
Councillor Training and Skill Development	LG (General) Reg. 2021 cl.217(1)(a1)(iv)	\$35,133.71
Total costs of interstate visits including cost of transport, accommodation and other out-of-pocket expenses	LG (General) Reg. 2021 cl.217(1)(a1)(v)	\$15,489.00
Total cost of overseas visits including cost of transport, accommodation and other out-of-pocket expenses	LG (General) Reg. 2021 cl.217(1)(a1)(vi)	\$14,953.80
Spouse or partner expenses	LG (General) Reg. 2021 cl.217(1)(a1)(vii)	\$0
Childcare expenses	LG (General) Reg. 2021 cl.217(1)(a1)(viii)	\$0
Other Expenses and Provision of Facilities – printer/ photocopier, business cards	LG (General) Reg. 2021 cl.217(1)(a1)	\$700.01
TOTAL		\$77,674.78

Councillor Conduct and Complaint Handling

The table below details the Councillor Code of Conduct complaints received and determined during the reporting period.

Item	Value
Total number of Code of Conduct (CoC) complaints made about Councillors and the General Manager	11
Number of CoC complaints referred to a Conduct Reviewer	1
Number of CoC complaints finalised by a Conduct Reviewer at the preliminary assessment stage	1
Number of CoC complaints investigated by a Conduct Reviewer	0
Outcome of investigations completed (without identifying particular matters)	Coaching and training
Number of matters reviewed by the Office of Local Government (OLG) and the outcome (without identifying particular matters)	0
Total cost of dealing with CoC complaints made about Councillors and the General Manager, including staff costs	\$29,279

Councillor Induction training and professional development

Local Government (General) Regulation 2021 cl.186

2024-2025 Ongoing Professional Development Programs attended:

Company	Description	Date work was completed	Councillors involved	Cost (incl. GST)
Neryl East	Pre-election session	July 2024	All Councillors	\$3,080
Local Government NSW	Candidate briefing	October 2024	All Councillors	\$4,675
Maddocks	Induction	October 2024	All Councillors	\$2,640
Sinc Solutions	Induction (Session 2)	October 2024	All Councillors	\$4,180
Sinc Solutions	Induction (Session 1)	October 2024	All Councillors	\$2,200
On Talent	Councillor workshop	March 2025	All Councillors	\$7,432.07
TOTAL				\$24,207

2024-2025 Seminars, Circulars or other Activities delivered as part of Ongoing Professional Development.

Councillor Interstate Visits

Local Government (General) Regulation 2021 cl.217 (1) (a) (v)

Councillors attended the 2024 National General Assembly in Canberra 2 to 4 July 2025 in 2024-2025.

Overseas Visits

Local Government (General) Regulation 2021 cl.217 (1) (a)

Councillors visited Sister City Gapyeong County, Korea in May 2025 in 2024-2025.

Companion Animals Act and Regulation Activities

Local Government (General) Regulation 2021 cl.217 (1) (f)

A total of 54 companion animals (dogs and cats) were impounded with 1 animals rehomed. There were 4 dog attacks investigated and actioned.

Pound Data Returns			
Council Seize Activity	Cats	Dogs	Total
Seized	–	–	–
Returned to owner	–	7	7
Transferred to Council's facility	20	34	54
Animals in and arriving at Council's facility			
Animals in Council's facility	–	–	–
From seizures	–	29	29
Dumped/lost/roaming	20	5	25
Surrendered by owners	–	–	–
Animals leaving Council's facility			
Released to owners	2	8	10
Euthanised – illness/temperament	13	29	32
Euthanised – dangerous	–	–	–
Sold	1	6	7
Released to an organisation to re-home	–	–	3
Died at Council facility / DoA	–	–	0
Stolen from Council facility	–	–	0
Escaped from Council facility	–	–	0

Data relating to dog attacks				
Status	Incidents entered	Attacking dogs	Victims – human	Victims – animal
Commenced	–	–	–	–
Finalised	10	10	8	2
Under investigation	–	–	–	–
Total	10	10	8	2

Data relating to Dangerous/Restricted/Nuisance Animals			
Status	Cats	Dogs	Total
Dangerous	–	4	4
Menacing	–	–	–
Restricted	–	–	–
Nuisance	–	2	2

Funding for managing and controlling companion animals

All pound data returns and data concerning dog attacks were lodged with the Office of Local Government in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act. A total of \$109,341 (ex GST) was expended on Council's companion animal management programs and activities.

Strategies for alternatives to euthanasia for unclaimed animals

Strathfield Council's pound is funded by Council and operated through the Sydney Cars and Dogs Home, which supports a rehoming strategy for stray and lost animals as an alternative to euthanasia. 3 dogs were rehomed in 2024-2025. In 2024-2025, 20 cats and 34 dogs were pound by Council. A total of 7 were returned to their owners which were all dogs.

Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There were 10 reported dog attacks in 2024-2025.

Community Education programs

Council supports education about responsibilities for companion animals through information on microchipping and registration available at Council's Customer Service and website. Information on responsibilities for companion animals was translated into frequently used community languages: Korean and Chinese. This information is available on Council's website and Customer Service Centre.

Off-Leash areas

Council provides three off-leash areas for dogs at Elliott Reserve Belfield, Ismay Reserve (Allen Street) Homebush and Bressington Park Homebush. Ismay Reserve and Bressington Park off-leash areas are fully gated and Elliott Reserve is gated at Elliott Street and Punchbowl Road.



Contracts

Local Government (General) Regulation 2021 cl.217 (1) (a2)

The table below shows the contracts that were awarded between 1 July 2024 and 30 June 2025 with a contract value of greater than \$150,000.

Contractor	Nature of Service	Contract Value (\$)
Planet Civil Pty Ltd	Road work upgrades and heavy patching works at The Crescent Homebush	\$228,947
Rockpave Civil Pty Ltd	Drainage Improvement Works at Torrington Road, Water Street and Shortland Avenue	\$219,545
Solo Services Group Australia Pty Ltd	Provision of Building and Amenities Cleaning Services for Strathfield Council	\$1,017,780
Country Club International Pty Ltd	Hudson Park Golf Range - Safety Screen netting height extension	\$1,892,172
KJ Civil & Paving Pty Ltd	Upgrade Homebush Railway Station Forecourt Domain Improvement at Loftus Crescent	\$566,500
Garwood International Pty Ltd	Supply 3 rear loader general waste collection trucks	\$1,190,649
Ozpave (Aust) Pty Ltd	Road work upgrades and heavy patching The Crescent and Bridge Roads	\$192,814
Preferred Turf Pty Ltd	Supply and installation of drainage works and upgrade of synthetic surface at Hudson Park Driving Range	\$218,718
Green Options Pty Ltd	Cooke Park sports field upgrade works	\$220,342
Ally Civil	Hudson Park West East Tunnel Upgrade: Design and Construction	\$542,665
Environmental Wastewater Catchment Services Pty Ltd	Street Sweeping and Cleansing Services	Estimated between \$150,000 and less than \$5,000,000
Adtrans Hino	Plant Purchase - Hino 500s FE 1426 Tipper	\$185,707
Smarter City Solutions	Online Digital Parking Permit Management Software	\$225,361
Hassell Limited	Preparation of the Strathfield Town Centre Master Plan	\$748,924
Hako Australia Pty Ltd	Plant Purchase - Hako Citymaster CMI650	\$285,145
Bucher Municipal Pty Ltd	Road Sweeper, Bucher R68T - Isuzu I20-260	\$493,779
Complete Urban Pty Ltd	Begnell Field design	\$627,167
Geoscapes Pty Ltd	Hudson Park design	\$583,440
Planet Civil Pty Ltd	Construction works at Barker Road / Marion Street intersection	\$212,477
KJ Civil & Paving Pty Ltd	Road works at McEncroe Street	\$152,831
Highend Civil (Aust) Pty Ltd	Road Works on Maria St - From Dean Street to Clement Street	\$230,169
KJ Civil & Paving Pty Ltd	Road pavement renewals work at Ada Avenue, Strathfield	\$346,231
KJ Civil & Paving Pty Ltd	Road renewal works at Newton Rd	\$195,278
Dean Trailers Australia Pty Ltd	Plant Purchase - Dean Trailer	\$166,063
Preferred Turf Pty Ltd	Supply and Install of Synthetic Grass for Hudson Driving Range	\$163,990
State Civil Pty Ltd	Road works at Morgan Lane	\$152,169
Caroline Comino Pty Ltd	Hillcrest Street public art design and installation	\$1,186,517
Adtrans Hino	Truck Purchase - Hino 700S FH	\$366,064
KJ Civil & Paving Pty Ltd	Road renewal Works at Homebush Rd	\$165,856
Planet Civil	Road pavement renewal Brunswick Avenue	\$171,496
State Civil Pty Ltd	Road pavement renewal Badgery Avenue	\$218,517
Bucher Municipal Pty Ltd	Supply 2 Garbage Trucks	\$1,134,045
JG Anson Consulting Pty Ltd	Leadership development program for ELT and joint SLT stream	\$164,604
Stateline Asphalt Pty Ltd	Pavement works Henley Rd	\$247,373
State Civil Pty Ltd	Road works at Barker Rd	\$904,309
Complete Urban Pty Ltd	Begnell Park design	\$627,167

External Bodies Exercising Council Functions

Local Government (General) Regulation 2021 cl.217 (1) (a) (6)

Council did not delegate functions to any external bodies in 2024-2025.

Companies in which Council held a controlling interest

Local Government Act 1993 s428 (2) (p)

Council did not hold a controlling interest in any companies during 2024-2025.

Controlling interest in a Corporation, Partnership, Trust, Joint Ventures, Syndicates of other bodies

Local Government (General) Regulation 2021 c. 217 (1) (a8)

Council has not participated or hold any interest in corporations, partnerships, trust, joint ventures, syndicates or other bodies (whether or no incorporated) in 2024-2025. For the purposes of public transparency, Council is a member of the following organisations:

- Cooks River Alliance (CRA)
- Resilient Sydney
- Southern Sydney Region of Councils (SSROC)
- Parramatta River Catchment Group (PRCG)
- Statewide Mutual
- Library Consortium Management System
- Aboriginal Heritage Office

Planning Agreements

Environmental Planning & Assessment Act 1979 s.54P(1)

Council did not enter into any Planning Agreements in the 2024-25 financial year.

Developer Contributions and Levies

Environment Planning and Assessment Regulation 2021, cl 218A(1), 218(A)(2)(a),(b),(c),(d),(e),(f),(g), 218(3)(a),(b)

A total of \$10.272m contributions and levies were received in 2024-2025 and a total of \$1.473m was spent during financial year 2024-2025. The following table shows the movement of developer contributions during the financial year 2024-25:

Category	Opening balance 30 June 2024 (\$'000)	Cash 2025 (\$'000)	Non-cash land 2025 (\$'000)	Interest earned 2025 (\$'000)	Amounts expended 2025 (\$'000)	Internal borrow 2025 (\$'000)	Restricted asset 30 June 2025 (\$'000)
Parking	434	-	-	15	-	-	449
Community facilities	570	972	-	55	-	-	1,597
Roads and traffic facilities	1,020	382	-	35	-	416	1,021
Major open space	6,569	4,682	-	395	-	16	11,630
Local open space	7,978	2,365	-	361	-	86	10,618
Administration	358	100	-	14	-	47	425
S7.11 contributions – under a plan	16,929	8,501	-	875	-	565	25,740
S7.12 levies – under a plan	10,563	1,771	-	402	-	908	11,828
Total S7.11 and S7.12 revenue under plans	27,492	10,272	-	1,277	-	1,473	37,568
S7.11 not under plans	926	-	-	33	-	-	959
Total contributions	28,418	10,272	-	1,310	-	1,473	38,527

The following table details for projects for which contributions and levies have been used:

Contribution Plan	Project Description	Kind of public amenity or service	Sum of contribution expended during FY2024/25
7.12	Traffic Management / LATM	Roads and traffic facilities	\$262,797
7.11	Cave Road – Angle Parking - LATM	Roads and traffic facilities	\$152,829
7.12	Acquisition – 20A Parramatta Road	Under a plan	\$907,627
7.11	Ismay Avenue - Fence	Local Open Space	\$46,626
7.11	Ismay Avenue - Lighting	Local Open Space	\$39,705
7.11	Masterplan (Parks & Open Space)	Major Open Space	\$16,001
7.11	Contributions Plan Renewal	Administration	\$46,604

Disability Inclusion Plan

Disability Inclusion Act 2014 s.13 (1)

The Strathfield Council Disability Inclusion Action Plan has run from 2020-2024. It identifies actions and timeframes aligning with the five themes of the Community Strategic Plan. During 2024-2025 financial year, the following actions were taken in the 2024-2025 year to implement actions in the plan.



Action Item	Response
Action Plan Review	Council has developed a new Disability Inclusion Action Plan (DIAP), which will be endorsed in 2025 and implemented from 2025 to 2029. The Plan outlines our ongoing commitment to accessibility, inclusion, and participation for people with disability in the Strathfield community
Maintaining hearing loops	Hearing assistance systems have been installed in the Council Chambers and Strathfield Town Hall to improve accessibility. The infra-red hearing aid system supports visitors who are hard of hearing, with compatible headsets available for use. Each full audio-visual system upgrade cost approximately \$120,000 per facility
Access improvements to facilities	Council continues to ensure that all new and refurbished buildings provide compliant access ramps and meet accessibility standards. The Town Hall lift is also scheduled for replacement in 2025–2026 to further enhance access for all visitors. Council is constructing compliant kerb ramps to improve continuous access along local streets. In 2024–2025, approximately 30 new kerb ramps were built to make walking paths safer and more inclusive
Sporting facilities upgraded	While there were no major accessibility upgrades to sporting facilities during 2024–2025, several projects are planned over the next two to three years under the Capital Works Program, with details to be confirmed during the planning stage
Footpaths are audited and upgraded	In 2024–2025, a total of 112 footpaths were fully or partially reconstructed through the Footpath Renewal Program, supported by a \$4.55 million budget. The works were completed under budget, delivering safer and more accessible footpaths across the area
Promotion of Council events include information on accessibility	Accessibility information is provided on event websites, helping attendees plan their visit and ensuring events are inclusive for everyone
Accessible toilets are provided at Council events	Accessible toilets are available at all Council event venues, ensuring comfort and inclusivity for people of all abilities
Review, prioritise and install signage and tactile surface indicators at key installations	A new Accessibility Map has been designed and published online to help people with mobility challenges plan their journeys throughout the Strathfield Local Government Area. Council worked with Settlement Services International (SSI) to refine the map based on community feedback, enhancing language and readability, visual design, inclusiveness of information, and digital interactivity
Consultation with internal key stakeholders to ensure Universal Design and inclusive principles	Development applications are reviewed to ensure that new residential and commercial developments include appropriate facilities for people with disability, such as accessible parking spaces and amenities
Improvements and upgrades for parking, bus stops and shelters	Accessibility has been improved through the relocation of disabled parking spaces and installation of new pram ramps at Henley Road near Exeter Road, The Crescent, and Burlington Road (west of Rochester Street). The Local Traffic Committee also approved several additional disabled parking spaces for future implementation
Disability Parking Bays are monitored to ensure appropriate use	Council continues to monitor compliance, with five offences recorded in 2024–2025 for unauthorised use of disability parking spaces
Parks, playgrounds and walkways are audited and upgraded for accessibility	Accessibility in parks, playgrounds, and walkways is continually reviewed, with upgrades and recommendations implemented as facilities are renewed or redeveloped

EEO Program Outcomes

Local Government Regulation 2021 – Reg 217(1)(A9)

One of the key goals of our People Strategy is to foster a diverse and inclusive workplace, creating meaningful opportunities that support mental health, wellbeing, and overall engagement for all employees.

Our objectives include:

- Cultivating a positive workplace culture where every employee feels respected, valued, and included
- Designing staff events and programs that reflect the diverse needs of our workforce, with a strong emphasis on inclusivity and wellbeing
- Delivering wellbeing initiatives that are accessible, inclusive, and responsive to the varied needs of our people

We remain committed to equitable access to leadership and professional development opportunities for all employees. All remuneration, superannuation, and employment conditions are administered in accordance with relevant legislation, including the NSW Local Government (State) Award.

As of 30 June 2025, our workforce comprised 61% men and 38% women, with the Senior Leadership Team reflecting 63% men and 38% women, and the Executive Leadership Team comprising 60% women.

Strathfield Council is dedicated to upholding Equal Employment Opportunity (EEO) principles by fostering:

- A workplace environment free from discrimination and harassment
- A culture of mutual respect and equality across all levels of the organisation
- Recognition and support for diversity and equity throughout the workforce
- An inclusive and culturally aware workplace where all individuals feel valued
- Protection for anyone raising concerns, ensuring they are not subject to victimisation or harassment

Environmental Upgrade Agreements

Local Government Act 1993 – section 54P (1)

Council did not enter into any Environmental Upgrade Agreements in the 2024-25 financial year.

General Manager & Senior Staff Remuneration

Local Government (General) Regulation 2021 cl.217 (1)(b)(i), (ii), (iii), (iv), (v) & (c)

The total remuneration for the General Manager and senior staff during the 2024/2025 financial year is as follows:

Details	General Manager	Executive Leadership
Salary Component	\$390,000	\$687,500
Superannuation	\$30,000	\$75,813
Total remuneration package	\$420,000	\$763,313
Reportable Fringe benefit	\$30,228	\$11,991

Senior staff for this period included:

- Director Corporate & Community
- Director Planning & Environment
- Director Engineering & Operations

GIPA Act Reporting

Government Information (Public Access) Act 2009 s.125(1)

Government Information (Public Access) Regulation 2018, cl.8, Schedule 2

The following applications to access information under the Government Information (Public Access) Act 2009 were received:

Number of applications received	2020–2021	2021–2022	2022–2023	2023–2024	2024–2025
GIPAA formal access requests	21	18	23	23	19
GIPAA informal access requests	231	161	136	147	193

Table A: Number of formal applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn	TOTAL
Media	1	-	-	-	-	-	-	-	1
Members of parliament	-	-	-	-	-	-	-	-	-
Private sector business	6	-	-	-	-	-	-	-	6
Not for profit organisations or community groups	-	-	-	-	-	-	-	-	-
Members of the public (application by legal representative)	8	-	-	-	-	-	-	-	8
Members of the public (other)	3	-	1	-	-	-	-	-	4
TOTAL	18	-	1	-	-	-	-	-	19

Table B: Number of applications and outcomes

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn	TOTAL
Media	1	-	-	-	-	-	-	-	1
Members of parliament	-	-	-	-	-	-	-	-	-
Private sector business	6	-	-	-	-	-	-	-	6

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Timeline for processing applications

Timelines	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	16
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	0
TOTAL	19

Table E: Number of applications reviewed under Part 5 of the Act (by the type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by New South Wales Civil and Administrative Tribunal (NCAT)	0	0	0

Table F: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table G: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

Type of transfer	Number of applications
Agency initiated transfers	0
Applicant initiated transfers	0

Table H: Conclusive presumption of overriding public interest against disclosure: Matters listed in Schedule 1 of the Act

Reason for invalidity	Number of applications
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table I: Other public interest considerations against disclosure: Matters listed in table to section 14 of the Act

Reason for invalidity	Number of applications
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Financial contributions and grants

Local Government (General) Regulation 2021 cl.217 (1) (a5)

During the year, Council provided a total of \$72,628 in contributions or grants under section 356 of the Local Government Act 1993, supporting community groups and initiatives through financial assistance. This amount comprised:

Name of program	Amount (\$)
Community Grants	\$43,900
Creative Cultural Grants	\$33,730
TOTAL	\$77,630

Community Grants

Our Community Grants are advertised on an annual basis and are open for local community, recreation, sporting and environment groups to submit projects to us for consideration for grant funding assistance. The following grants were awarded in 2024-2025:

Community Grants Recipients	Purpose	Grant Amount Awarded (\$)
Australian Chingyun Cultural Exchange Association Incorp	Empowering elders through Art and technology	\$1,250
CASS Care Ltd	Healthy living seminars for seniors	\$3,350
Differently Abled People Assoc	Mmlink App	\$2,200
Foodlab Sydney Ltd	Community Garden and Participants Expansion	\$4,350
Holy Archangel Michael Serbian Orthodox Church Homebush	Repairing of Church Hall	\$3,650
Homebush Probus Club	Two Wheelchairs for Transport the Frails and Disabilities	\$1,000
Homebush Public School P&C	Sensory/Relaxation Garden Installation	\$3,400
Inner West Neighbour Aid Incorp	I made it	\$3,650
MRP Football Club	Adding a Fourth team	\$1,550
St Anthony's Family Care	4x Sensory Dark Tents (Changed to TV cover)	\$1,000
St Sava Serbian Orthodox Church	Repair Church Bell Tower	\$3,550
Strathfield Australians of Indian subcontinental Heritage	SAISH Cultural and Community	\$3,650
Strathfield Cricket Club	Trolley for pitch covers for playing area	\$2,750
Strathfield Football Club	Increasing and Retaining Female Participation in Football	\$1,950
Strathfield Nepalese Community	Nepalese Language School For 15+ Learners	\$3,900
Sydney United Sports Club Inco	Multicultural Awareness Training & Club Equipment	\$2,700
TOTAL		\$43,900

Our Small Grants Fund offers financial assistance to our local residents and community organisations for projects or activities that provide community benefit, particularly where other grant programs are not available. The following grants were awarded in 2024-25:

Creative Cultural and Small Grant Recipients	Purpose	Grant Amount Awarded (\$)
Australian Catholic University	6× Recirculate Art-Making Workshops	\$2,180
Frog & Tadpole Study Group NSW	Heavy-duty lawn mower for conservation efforts in Greenacre	\$2,500
K-Cultural Education N Training	Year-End Dance Festival	\$3,500
Korea Australia Traditional Art and Culture Association Incorporated	Video Completion	\$2,900
Marie Bashir Public School	Musical Instruments for Orchestra	\$4,250
NSW Multicultural Seniors	Instructor for dancing	\$2,500
Rebecca Gordon	Attendance to the Flag Football World Championships	\$1,666
Sonya Amede	Funding for Netball trip with WOODS Netball	\$1,875
SHER Foundation Ltd	Men's wellbeing activities and programs in Strathfield	\$1,875
Strathfield West Seniors Club	Exercise and yoga	\$1,666
Tamil Senior Citizen's Association	Small Grant – Individual 2024	\$1,876
The Stage Theatre Production and Education Incorp	A Musical Gala: Harmony Across Generations	\$3,400
Y Singarayar (Bollyfit Dance Studio)	Instructors, outreach, performance related expenses	\$1,666
West Sydney Chinese Christian Church	Small Grant – Individual 2024	\$1,876
TOTAL		\$33,730

Legal Proceedings

Local Government (General) Regulation 2021 cl.217 (1) (a3)

On the information available to Council, from 1 July 2024 to 30 June 2025, \$562,245 of expenses were incurred in relation to legal proceedings. This was comprised of:

Legal Costs	Amount incurred (\$)
Legal Costs – Other	\$47,979
Legal Costs – Planning and Development	\$493,980
Legal Costs – Debt recovery	\$20,286
Grand Total	\$562,245

The outcomes of actions against or commenced by Council are set out in the table below:

Matter Name	Brief Description of Matter	Outcome
Woo v Strathfield Municipal Council	Appeal against refusal of DA for new two-storey dwelling with basement and pond at 12 South Street, Strathfield	Appeal upheld – s34 agreement
R v Robert Daoud	Appeal against penalty notice for unauthorised development	Guilty plea with an explanation provided – fine \$1,500
Amy Yan v Strathfield Municipal Council	Appeal against refusal of DA 2024.10 for alterations and additions at 76 Churchill Ave, Strathfield	Appeal upheld – s34 agreement
Evoque Living Pty Ltd v Strathfield Municipal Council	Appeal against refusal of DA 2024.62 for demolition and subdivision at 3–5 Nichols Pde, Strathfield	Appeal upheld – s34 agreement
Jianzhong Wang v Strathfield Municipal Council	Appeal against refusal of DA 2023.129 for battle-axe subdivision and dual dwellings	Appeal upheld – s34 agreement
Qin Huang Wang v Strathfield Municipal Council	Appeal against deemed refusal of DA 2024.44 for co-living accommodation building	Appeal upheld – s34 agreement
Sheriff Selim v Strathfield Municipal Council	Appeal against deemed refusal of DA 2023.99 for childcare centre extension	Appeal upheld – s34 agreement
R v GVMV Developments Pty Ltd	Appeal against penalty notice for unauthorised development	Defendant placed on good behaviour bond for 12 months
The Trustee for JJ Discretionary Trust v Strathfield Municipal Council	Appeal against deemed refusal of DA 2024.59 for 6-storey co-living development	Appeal upheld – s34 agreement
Glen Luna CCC Pty Ltd v Strathfield Municipal Council	Appeal of deemed refusal of DA 2023.26 for heritage childcare facility	Ongoing – Outcome expected FY 25/26
R Rajesh Kumar Dhupar	Appeal against penalty notice under Companion Animals Act	Appeal dismissed
Llandilo Property Pty Ltd v Strathfield Municipal Council	Appeal against refusal of DA 2023.53 for childcare facility	Ongoing – Outcome expected FY 25/26
Sarah Malass v Strathfield Municipal Council	Appeal against refusal of DA 2024.1 for alterations to dwelling	Proceedings discontinued by Applicant
Strathfield Municipal Council v Sarah Malass	Class 4 Proceedings – unlawful work at 27 Boden Ave, Strathfield	Ongoing
Strathfield v E&C Constructions	Appeal against penalty notice for waste disposal	Penalty Notice withdrawn
R v Monado Constructions	Appeal against penalty notice for works outside approved hours	Penalty Notice withdrawn
Strathfield Pronto Pty Ltd v Strathfield Municipal Council	Appeal against deemed refusal of DA 2024.124 for 9-storey mixed use development	Ongoing – Outcome expected FY 25/26
Mehedin Abdul-Rahman v Strathfield Council	Appeal against deemed refusal of DA 2025.47 for dual occupancy development with pools	Ongoing – Outcome expected FY 25/26
Strathfield Municipal Council v Christopher Ghaleb	Class 4 enforcement proceedings – unlawful works at 14 Llandilo Ave, Strathfield	Ongoing – Outcome expected FY 25/26
Peter Dobrijevic v Strathfield Council	Proceedings regarding tree removal application	Discontinued by Applicant
John Broughton v Strathfield Council	Proceedings regarding penalty notice for foot-crossing stopping	Penalty Notice withdrawn

Modern Slavery

Local Government Act s.428 (4) (c) & (d) & Modern Slavery Act 2018

We are committed to preventing modern slavery in all our operations and supply chains, which includes serious exploitation such as forced labour, human trafficking, and servitude. During this year, no specific issues were raised by the Anti-Slavery Commissioner regarding Council operations.

Council continues to maintain a vigilant monitoring of our procurement processes to restrict any exposure to modern slavery practice. Key measures we have taken include:

- Embedding modern slavery commitments in our Procurement Policy and contracts
- Sending modern slavery questionnaires to selected suppliers during onboarding
- Collaborating with other councils and conducting external risk assessments of ICT and cleaning suppliers
- Participating in NSW Government procurement schemes to uphold ethical standards
- Rolling out Anti-Slavery Commissioner training for staff involved in procurement
- Maintaining ongoing modern slavery risk assessment and management

Public Interest Disclosures Summary

Disclosures of Interest and Gifts and Benefits

All Council officials must not use their position for personal gain or improperly influence decisions where they have a real or perceived private interest. To maintain integrity, fairness, transparency, and accountability, all staff, Councillors, and other Council officials are required to promptly disclose any conflicts of interest. This helps prevent bias and removes any perception of bias in decision-making.

Councillors and certain designated staff are required to complete an annual Disclosure of Interest Return, with the list of designated staff regularly reviewed. All annual returns for Councillors and designated staff are published on our website for transparency.

Stormwater Charge

Local Government Regulation clause 217 (1) (e)

The Stormwater Management Service Charge is made in accordance with the Local Government Amendment (Stormwater) Act 2005 and Local Government (General) Regulation 2021. A “stormwater management service” is defined as a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose.

We have established a Stormwater Management Service Charge and in 2024-2025 levied the charge at:

- \$25.00 for land categorised as residential
- \$12.50 per residential strata lot, including residential flats, community title, tenants-in-common residential units
- \$25 for land categorised as business, plus an additional \$25 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres.
- \$12.50 for business strata lots
- No charge for persons eligible for pensioner rate rebates

Annual income from the Stormwater Management Charge in 2024-2025 totalled \$513,709 with the amount of \$569,000 carried over from the previous years as works were deferred.

No capital works, repairs or maintenance associated with the Stormwater Management Charge was expended during 2024-25 financial year.

At 30 June 2025, we had restricted an amount of \$1,083,000 as Stormwater Management Reserve.

Private Swimming Pool Inspections

Swimming Pools Act 1992, s.22F(2) and Swimming Pool Regulation 2018, cl.23

Requirement	Number (2023–2024)	Number (2024–2025)
Number of inspections of tourist or visitor accommodation	0	0
Number of inspections of premises on which there are more than 2 dwellings	0	1
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the <i>Swimming Pool Act 1992</i>	14	18
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the <i>Swimming Pool Regulation 2018</i>	17	21

Rates and Charges Abandonment

Local Government (General) Regulation 2021 cl.132

Rates and annual charges totaling \$12,461.48 were abandoned during 2024-2025.

Work on Private Land

Local Government Act 1993 s. 67 & 67(2) (b) Local Government (General) Regulation 2021 cl. (1) (a4))

Council did not carry out work on private land in 2024-2025.

Workforce Profile (4 Dec Snapshot)

Local Government (General) Regulation 2021 cl.217 (1) (d) (i - iv)

The relevant day set by the Office of Local Government for reporting on staff employment was 4 December 2024.

On 4 December 2024, Council employed a total of 266 staff. This included 197 full-time employees and 15 part-time employees, with a total headcount of 212 (excluding casuals and agency staff).

The breakdown is as follows:

Employment Type	Number
Full-time permanent	185
Full-time on secondment	4
Part-time permanent	11
Full-time temporary (fixed term contract)	7
Full-time temporary (apprentice)	1
Part-time temporary (fixed term contract)	4
Casual staff	46
Agency staff and consultants (other)	8

Special Rate Variation

Instrument under section 508A of the Local Government Act 1993 - Special Variation for Strathfield Municipal Council for 2023-24 to 2026-27

Special Variation Guidelines 7.1

The Independent Pricing and Regulatory Tribunal (IPART) determines the annual rate peg, which sets the maximum percentage by which NSW councils can increase their general rate income. Councils may apply for a Special Rate Variation (SRV) to increase rates beyond the rate peg where justified.

On 13 June 2023, IPART issued an Instrument under section 508A of the Local Government Act 1993 approving a Special Rate Variation for Strathfield Council for 2023–24 to 2026–27, outlining the permitted general income increases over the four-year period as follows:

	Year	Annual Increase in general income (%)
Year 1	2023-24	35.1%
Year 2	2024-25	13.0%
Year 3	2025-26	17.5%
Year 4	2026-27	7.5%

The instrument also requires Council to disclose in its annual report for each year the following:

1. The program of expenditure that was actually funded by the Additional Income and any differences between this program and the Proposed Program
2. Any significant differences between Council's actual revenues, expended and operating balance and the projected revenues, expenses and operating balance as outlined in its Long-Term Financial Plan, and the reasons for those differences;
3. The outcomes achieved as a result of the Additional Income;
4. The productivity savings and cost containment measures that Council has in place, the annual savings achieved through these measures and what these savings equate to as a proportion of Council's total annual expenditure; and
5. Whether or not Council has implemented the productivity improvements identified in its application and if not, the rationale for not implementing them.

1. Program of Expenditure

a. Maintain current levels of Council services (including fully funding depreciation)

Under the IPART determination, Council allocated approximately \$4.9 million across the programs listed below, as included in the adopted 2024–25 Operational Plan. The following provides a breakdown of actual expenditure for the 2024–25 financial year.

Program	SRV \$'000	2024-25 Actuals \$'000
Buildings	538	2,216
Park Assets	1,501	737
Roads	1,370	631
Bridges	93	41
Footpaths	395	657
Kerb and Gutter	339	128
Stormwater Drainage	588	646
Land Improvements	117	220
Other Assets	-	-
Total	\$4,941	\$5,277

With the additional revenue, Council was able to maintain its existing service levels and prioritise investment in assets that required the most attention based on their condition.

b. Borrowing costs & Loan principal repayments

Under the IPART determination, Council allocated approximately \$4.9 million across the programs listed below, as included in the adopted 2024–25 Operational Plan. The following provides a breakdown of actual expenditure for the 2024–25 financial year.

Program	SRV \$'000	2024-25 Actuals \$'000
Borrowing costs	1,650	504
Principal Repayments	779	660
Total	2,429	1,164

Council has decided to stage the drawdown of the \$42 million loan, rather than taking the full amount upfront as initially forecast, to ensure borrowing aligns with the revised project timelines and resource constraints, and to avoid incurring unnecessary interest costs on funds that are not immediately required.

c. Asset Renewals

Program	SRV \$'000	2024-25 Actuals \$'000
Asset Renewals	1,859	6,555

As a result of the loan drawdown during the year, Council was able to deliver a greater level of works than originally anticipated.

2. Income Statement Comparison to Long-Term Financial Plan

The 2024–25 actual results have been assessed against the assumptions outlined in Council's Long-Term Financial Plan (LTFP) submitted to IPART. It's important to note that Council updates its Long-Term Financial Plan (LTFP) each year as part of the Integrated Planning and Reporting (IP&R) framework to ensure alignment with the annual budget adopted in the Operational Plan.

The LTFP submitted with Council's IPART application reflected the assumptions and data available at that specific point in time. This reinforces the importance of updating the LTFP annually to incorporate the most current assumptions, forecasts, and financial information to maintain accuracy and relevance. Explanations for the key variances between the LTFP that was submitted to IPART and the actuals for 2024–25 are detailed below.

Income Statement	LTFP	Revised Budget	2024-25 Actuals	Variance (LTFP vs Actuals)
Total revenue	65,741	73,179	73,908	8,167
Total expenses	(51,927)	(62,856)	(69,870)	(17,943)
Operating results from continuing operations	13,814	10,323	4,038	(9,763)
Net operating result before capital grants and contributions	(5,138)	(5,923)	(10,473)	(5,335)

Variance of Total Revenue

The variance between the LTFP forecast and actual total revenue is primarily attributed to higher-than-expected income from rates and annual charges (+\$9.8 million) and other revenue streams (+\$2.8 million), offset by lower capital grants and contributions (–\$4.4 million).

Variance of Total Expenses

The variance in total expenses reflects differences between the assumptions in the LTFP and actual 2023–24 results, which formed the base for the projections. Actual 2024–25 costs were higher, particularly in materials and services (+\$9 million) and employee expenses (+\$6.5 million), while borrowings (–\$1.1 million) and depreciation (–\$1.7 million) were lower than forecast. Additionally, the LTFP did not anticipate any net loss on asset disposals, whereas a \$2.9 million loss was recorded in 2024–25.

3. Outcomes Achieved

As a result of the additional SRV funding, Council was able to:

a. Strengthen financial sustainability and service delivery

- Maintain existing community service levels while addressing key infrastructure priorities through external borrowings.
- Achieve a stronger financial outlook in the updated Long-Term Financial Plan compared to the forecasts submitted during the SRV application.
- Manage rising costs in materials, services, and employee expenses throughout the year.

b. Enhance operational efficiency and workforce capability

- Continue service reviews that have improved operational efficiency, informed service improvements, and ensured alignment with community expectations.
- Invest in staff culture and capability over the past two years.
- Council undertook a comprehensive review of its general insurance portfolio to ensure value for money and long-term sustainability. Following a competitive tender process, Council secured significantly improved terms, delivering a saving of \$136,400 for the 2025–2026 financial year. Beyond the immediate financial benefit, Council is now working closely with its insurer to strengthen its insurance management practices, with a focus on enhanced risk management and improved long-term organisational resilience.

c. Improve regulatory and compliance outcomes

- Install additional parking meters across the LGA, resulting in increased revenue.
- Invest in Mobile Licence Plate Recognition (MLPR) technology to enhance regulatory enforcement, improve efficiency, reduce psychosocial risks for staff, and deliver a fairer and more consistent compliance approach.
- Increase infringement revenue by \$900k during the year through improved compliance and enforcement.

d. Invest in key assets and infrastructure

- Purchase new street sweepers to bring street-sweeping services in-house, reducing reliance on external providers and better meeting community expectations.
- Invest in a new waste fleet to improve service delivery.
- Renew approximately 97km of roads and 197km of footpaths across the LGA.
- Upgrade and renew the Hudson Park Driving Range to enhance customer experience and protect neighbouring residential properties.

e. Plan for future growth

- Progress the review of Council's infrastructure contributions plans to ensure they fund the reasonable cost of infrastructure required to support population growth and new development across the LGA.

4. Productivity Savings and Cost Containment

As part of its SRV application to IPART, Council outlined the following key productivity and cost containment strategies as its top priorities:

Strategy	Annual Savings Achieved	% of Total Expenditure
Ceasing to provide the Strathfield "Connector" bus service, in response to community consultation.	\$163k	0.28%
Making a driving range business plan to improve returns.	Refer to note (a.) below	N/A
Reducing its ICT infrastructure hosting costs by rationalising resources and decommissioning unused and old systems.	\$96k	0.16%
Undertaking an off-street parking review to increase income.	Revenue increased by \$150k	N/A
Maximising revenue from council's property portfolio.	Revenue increased by \$247k	N/A

a. Hudson Park Golf-Driving Range

As part of Council's service review into the driving range, Council closed the driving range for a few months for upgrades and renewals to the site that will provide a better experience for its customers. During the year, revenue decreased by approximately \$84k as a result but it is expected that the returns will improve in the 2025/26 year.

5. Status of productivity savings and cost containment strategies

Council's comments on the progress and current status of the productivity savings and cost containment strategies identified in its SRV application are provided below.

Strategy	Comments	Status
Ceasing to provide the Strathfield "Connector" bus service, in response to community consultation.	In September 2024, Council wrote to Transport for NSW urging action on transport challenges in the Homebush West community through the expedited delivery of the Homebush TOD transport upgrades. Following staff consultation in January 2025, Council resolved in February 2025 to discontinue the Connector Bus Service by the end of April 2025. The service officially ceased on 24 April 2025, with staff either redeployed or exiting Council, and the three buses were sold between July and September 2025.	Completed
Making a driving range business plan to improve returns.	Council completed a service review of the Hudson Park Driving Range, identifying opportunities to upgrade facilities and improve operational efficiency to enhance the customer experience. As part of this work, Council undertook major upgrades, including replacing the perimeter netting and installing a new ball delivery system. In addition, Council is progressing a master planning exercise to guide the future development of the driving range and improve long-term returns to Council.	Commenced
Reducing its ICT infrastructure hosting costs by rationalising resources and decommissioning unused and old systems.	During the year, Council reviewed identified the following improvements and actions: <ul style="list-style-type: none"> Contract renewal for upgraded multi-function printers reduced operational expenditure by \$12K per annum (through reduced click rate per page charges) Migration from old phone system to Microsoft Teams reduced operating expenditure by approx. \$7K per month 	Commenced
Undertaking an off-street parking review to increase income.	In May 2025, new parking meters became operational in Strathfield Town Centre and Homebush West, supported by an integrated 2P Select Permit system and online permit portal. A month later, Council raised a purchase order for 35 additional parking meters across several key locations, including Strathfield Town Centre, Homebush, and Hudson Park. However, at its August 2025 meeting, Council resolved to scale back the rollout, retaining meters only in selected car parks and not proceeding with any on-street installations.	Commenced
Maximising revenue from council's property portfolio.	Council has finalised the draft Land and Property Strategy, focusing on opportunities for divestment and improvement of existing facilities to generate income. The recently completed Recreation and Wellness Strategy complements this by identifying community initiatives that align with the broader property goals.	Commenced

Service Reviews

Local Government Act s.428 (3) & (4)(b)

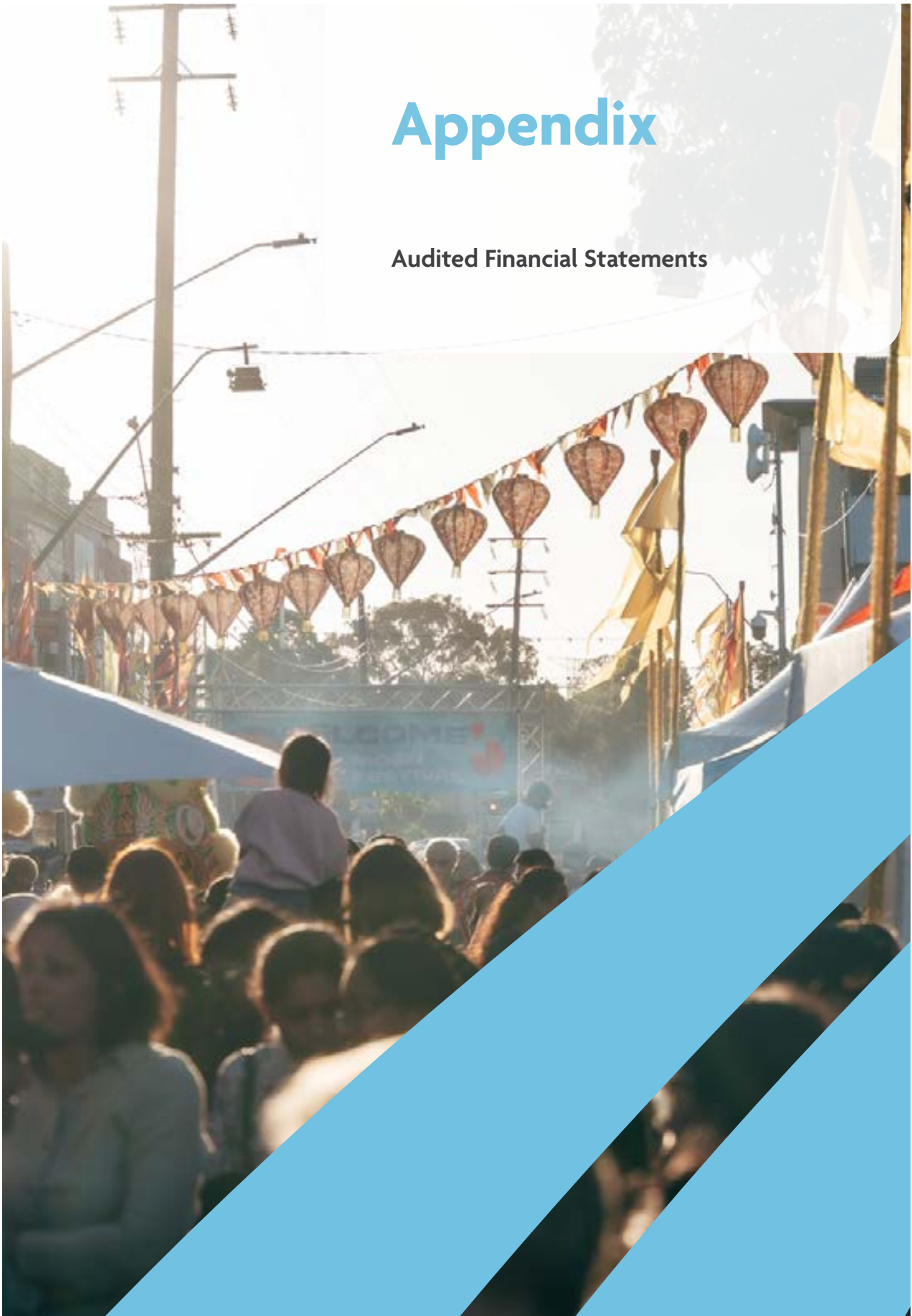
During 2024-25, we completed a comprehensive service review of our Waste Services. The review identified opportunities to improve operational efficiency, cost-effectiveness, and the overall experience for our community.

A key recommendation was to develop a structured waste education and engagement program, with a particular focus on multi-unit dwellings. The review also highlighted the need for a centralised Strata Management database to support anticipated population growth associated with the Homebush Transport Oriented Development (TOD).

These actions will help us strengthen the way we deliver waste services and ensure they continue to meet the needs of our community effectively and sustainably.

Appendix

Audited Financial Statements



Strathfield Municipal Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2025



Strathfield Municipal Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Strathfield Municipal Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Overview

Strathfield Municipal Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

65 Homebush Rd
Strathfield NSW 2135

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.strathfield.nsw.gov.au.

Strathfield Municipal Council

General Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 October 2025.



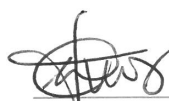
Benjamin Cai
Mayor
28 October 2025



Sandy Reddy
Deputy Mayor
28 October 2025



Michael Mamo
General Manager
28 October 2025



Waisale Iowane
Responsible Accounting Officer
28 October 2025

Strathfield Municipal Council | Income Statement | for the year ended 30 June 2025

Strathfield Municipal Council

Income Statement

for the year ended 30 June 2025

<i>Original unaudited budget</i>			<i>Actual</i>	<i>Actual</i>
2025	\$ '000	Notes	2025	2024
	Income from continuing operations			
40,989	Rates and annual charges	B2-1	41,903	36,920
5,057	User charges and fees	B2-2	6,565	5,290
2,696	Other revenue	B2-3	3,497	2,673
2,467	Grants and contributions provided for operating purposes	B2-4	3,163	2,850
9,483	Grants and contributions provided for capital purposes	B2-4	14,511	22,943
2,524	Interest and investment income	B2-5	3,017	2,304
1,201	Other income	B2-6	1,252	1,019
64,417	Total income from continuing operations		73,908	73,999
	Expenses from continuing operations			
26,236	Employee benefits and on-costs	B3-1	30,090	25,805
22,635	Materials and services	B3-2	24,085	19,777
518	Borrowing costs	B3-3	504	–
1,479	Other expenses	B3-5	1,346	1,354
(450)	Net loss from the disposal of assets	B4-1	2,939	1,674
	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		58,964	48,610
50,418	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		14,944	25,389
13,999				
10,506	Depreciation and amortisation	B3-4	10,906	9,971
3,493	Operating result from continuing operations		4,038	15,418
3,493	Net operating result attributable to Council		4,038	15,418
	Net operating result for the year before grants and contributions provided for capital purposes		(10,473)	(7,525)
(5,990)				

The above Income Statement should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Comprehensive Income | for the year ended 30 June 2025

Strathfield Municipal Council**Statement of Comprehensive Income**

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		4,038	15,418
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain / (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	26,195	14,893
Total items which will not be reclassified subsequent to operating result		26,195	14,893
Other comprehensive income for the year		26,195	14,893
Total comprehensive income for the year attributable to Council		30,233	30,311

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Financial Position | as at 30 June 2025

Strathfield Municipal Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	11,747	18,544
Investments	C1-2	63,500	28,000
Receivables	C1-4	5,259	5,193
Inventories	C1-5	48	73
Other assets		611	578
Total current assets		81,165	52,388
Non-current assets			
Investments	C1-2	4,000	16,000
Infrastructure, property, plant and equipment (IPPE)	C1-6	535,075	504,411
Intangible assets	C1-7	1,034	1,347
Total non-current assets		540,109	521,758
Total assets		621,274	574,146
LIABILITIES			
Current liabilities			
Payables	C3-1	21,453	16,846
Contract liabilities	C3-2	10,079	5,716
Borrowings	C3-3	1,201	548
Employee benefit provisions	C3-4	5,055	4,196
Total current liabilities		37,788	27,306
Non-current liabilities			
Borrowings	C3-3	12,989	6,452
Employee benefit provisions	C3-4	487	611
Total non-current liabilities		13,476	7,063
Total liabilities		51,264	34,369
Net assets		570,010	539,777
EQUITY			
Accumulated surplus		237,522	233,484
IPPE revaluation surplus	C4-1	332,488	306,293
Total equity		570,010	539,777
Total equity		570,010	539,777

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Changes in Equity | for the year ended 30 June 2025

Strathfield Municipal Council

Statement of Changes in Equity
for the year ended 30 June 2025

\$ '000	Notes	2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
Opening balance at 1 July		233,484	306,293	539,777	218,066	291,400	509,466
Opening balance		233,484	306,293	539,777	218,066	291,400	509,466
Net operating result for the year		4,038	–	4,038	15,418	–	15,418
Net operating result for the period		4,038	–	4,038	15,418	–	15,418
Other comprehensive income							
Gain / (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	26,195	26,195	–	14,893	14,893
Other comprehensive income		–	26,195	26,195	–	14,893	14,893
Total comprehensive income		4,038	26,195	30,233	15,418	14,893	30,311
Closing balance at 30 June		237,522	332,488	570,010	233,484	306,293	539,777

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Cash Flows | for the year ended 30 June 2025

Strathfield Municipal Council

Statement of Cash Flows

for the year ended 30 June 2025

<i>Original unaudited budget 2025</i>	<i>\$ '000</i>	Notes	<i>Actual 2025</i>	<i>Actual 2024</i>
Cash flows from operating activities				
Receipts:				
40,773	Rates and annual charges		41,522	36,224
5,057	User charges and fees		7,572	5,287
2,524	Interest received		3,333	1,486
11,949	Grants and contributions		21,985	17,242
–	Bonds, deposits and retentions received		1,450	763
4,151	Other income		7,872	6,658
Payments:				
(25,886)	Payments to employees		(29,244)	(24,951)
(21,283)	Payments for materials and services		(25,364)	(23,361)
–	Borrowing costs		(504)	–
(1,116)	Other expenses		(1,108)	(2,075)
16,169	Net cash flows from operating activities	F1-1	27,514	17,273
Cash flows from investing activities				
Receipts:				
450	Proceeds from sale of IPPE		490	577
Payments:				
–	Acquisition of term deposits		(23,500)	(1,000)
(25,373)	Payments for IPPE		(18,352)	(13,887)
–	Purchase of intangible assets		(139)	–
(24,923)	Net cash flows from investing activities		(41,501)	(14,310)
Cash flows from financing activities				
Payments:				
(1,548)	Repayment of borrowings		(660)	–
10,000	Proceeds from borrowings		7,850	7,000
8,452	Net cash flows from financing activities		7,190	7,000
(302)	Net change in cash and cash equivalents		(6,797)	9,963
72	Cash and cash equivalents at beginning of year		18,544	8,581
(230)	Cash and cash equivalents at end of year	C1-1	11,747	18,544

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Strathfield Municipal Council

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Strathfield Municipal Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 22 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not-for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain classes of infrastructure, property, plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) Fair values of infrastructure, property, plant and equipment – refer Note C1-6 and Note D2-1.
- (ii) Employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables - refer to Note C1-4
- (ii) Impairment of infrastructure, property, plant and equipment - refer Note C1-6
- (iii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Council's consolidated fund is the General Fund. The Consolidated Fund has been included in the financial statements of the Council.

Volunteer services

Council has various opportunities for volunteers to be involved in various programs. These volunteer services are not recognised in these financial statements on the basis that the service would not be purchased or provided for by Council, if it had not been donated / volunteered.

New accounting standards and interpretations issued but not yet effective

A1-1 Basis of preparation (continued)

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2025.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2025. None of these standards had a significant impact on the reported financial position and performance of Council.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B Financial Performance**B1 Functions or activities****B1-1 Functions or activities – income, expenses and assets**

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	<i>Income</i>		<i>Expenses</i>		<i>Operating result</i>		<i>Grants and contributions</i>		<i>Carrying amount of assets</i>	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
1. Connectivity	470	733	845	1,077	(375)	(344)	2,189	5,200	211,124	201,507
2. Community Wellbeing	293	331	4,757	4,305	(4,464)	(3,974)	1,351	2,220	63,156	54,146
3. Celebrating Culture and Place	219	374	1,679	1,739	(1,460)	(1,365)	767	346	–	–
4. Liveable Neighbourhoods	25,385	28,728	31,317	26,542	(5,932)	2,186	13,367	18,027	178,581	194,349
5. Responsible Leadership	47,541	43,833	31,272	24,918	16,269	18,915	–	–	168,413	124,144
Total functions and activities	73,908	73,999	69,870	58,581	4,038	15,418	17,674	25,793	621,274	574,146

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Council's Community Strategic Plan (CSP) provides long-term direction for the Strathfield Council's Local Government Area (LGA) and is Council's overarching plan in the Integrated Planning and Reporting (IPR) framework.

The CSP provides guidance for the alignment of Council's resources to meet community priorities, responds to state and regional plans and in planning and delivering services in the LGA.

Therefore, all the functions and activities of Council can be categorised under the themes listed below as per Council's CSP:

1. Connectivity

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

2. Community Wellbeing

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

3. Celebrating Culture and Place

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

4. Liveable Neighbourhoods

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

5. Responsible Leadership

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

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2025	2024
Ordinary rates		
Residential	21,792	18,876
Business	9,489	8,338
Less: pensioner rebates (mandatory)	(99)	(94)
Less: pensioner rebates (Council policy)	(114)	(103)
Less: rates levied on council properties	(47)	(88)
Rates levied to ratepayers	31,021	26,929
Pensioner rate subsidies received	94	94
Total ordinary rates	31,115	27,023
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	10,175	9,522
Stormwater management services	514	313
Section 611 charges	146	109
Less: pensioner rebates (mandatory)	(42)	(44)
Less: pensioner rebates (Council policy)	(45)	(47)
Annual charges levied	10,748	9,853
Pensioner annual charges subsidies received:		
– Domestic waste management	40	44
Total annual charges	10,788	9,897
Total rates and annual charges	41,903	36,920

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	<i>Timing</i>	2025	2024
Specific user charges			
Domestic waste management services		82	56
Waste management services (non-domestic)		61	81
Total specific user charges		143	137
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions			
Building regulation		72	–
Inspection services		7	–
Planning and building regulation		859	877
Section 10.7 certificates (EP&A Act)		147	147
Section 603 certificates		114	103
Health act		224	201
Total fees and charges – statutory/regulatory		1,423	1,328
(ii) Fees and charges – other (incl. general user charges)			
Credit card service fee		63	49
Library and art gallery		26	26
Park rents		774	681
Festivals and events		25	15
Restoration charges		428	118
Hoarding income		233	51
Hudson park golf course and driving range		1,899	1,983
Other property rentals		5	19
Parking fees		215	64
Privately funded works and anchor work permits		87	–
Road opening permits		29	19
Work zone parking and standing plant permits		1,090	622
Residential Parking Scheme		2	2
Public halls		62	144
Other		12	1
Road closure		49	31
Total fees and charges – other		4,999	3,825
Total other user charges and fees		6,422	5,153
Total user charges and fees		6,565	5,290
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time		–	–
User charges and fees recognised at a point in time		6,565	5,290
Total user charges and fees		6,565	5,290

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of provision of the service, or in some cases the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B2-3 Other revenue

\$ '000	<i>Timing</i>	2025	2024
Ex gratia rates		–	95
Fines – parking		2,994	2,004
Legal fees recovery – rates and charges (extra charges)		1	4
Legal fees recovery – other		66	24
Diesel rebate		–	1
Insurance claims recoveries		168	262
Sale of abandoned vehicles		88	42
Carbon tax rebate		17	97
Insurance incentives/rebates		74	65
Other		5	18
Other corporate income		24	4
Recycling income (non-domestic)		60	57
Total other revenue		3,497	2,673

Timing of revenue recognition for other revenue

Other revenue recognised over time	–	–
Other revenue recognised at a point in time	3,497	2,673
Total other revenue	3,497	2,673

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B2-4 Grants and contributions

\$ '000	<i>Timing</i>	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component		208	17	–	–
Financial assistance – local roads component		60	5	–	–
Payment in advance - future year allocation					
Financial assistance – general component		687	1,106	–	–
Financial assistance – local roads component		206	331	–	–
Amount recognised as income during current year		1,161	1,459	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Community centres		100	–	50	508
Employment and training programs		28	–	–	–
Environmental programs		(77)	141	–	–
Heritage and cultural		573	13	–	–
Library – per capita		196	252	–	–
Road Safety		47	57	–	–
Noxious weeds		108	–	–	–
Parks and open space		468	–	1,949	888
Festivals and events		194	334	–	–
Street lighting		142	140	–	–
Traffic route subsidy		10	–	–	–
Transport (roads to recovery)		–	–	–	196
Other transport (bridges, footpaths, cycleways)		–	–	1,984	4,305
Community services		49	–	–	–
Transport (Block Grants)		–	–	194	190
Other Council's Long Service Leave contributions		164	454	–	–
Other grants		–	–	61	55
Total special purpose grants and non-developer contributions – cash		2,002	1,391	4,238	6,142
Total special purpose grants and non-developer contributions (tied)		2,002	1,391	4,238	6,142
Total grants and non-developer contributions		3,163	2,850	4,238	6,142
Comprising:					
– Commonwealth funding		2,467	1,459	22	386
– State funding		521	936	4,186	5,756
– Other funding		175	455	30	–
		3,163	2,850	4,238	6,142

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.4 – contributions using planning agreements	F4	–	–	–	681
S 7.11 – contributions towards amenities/services		–	–	8,502	9,160
S 7.12 – fixed development consent levies		–	–	1,771	1,360
Total developer contributions – cash		–	–	10,273	11,201
Non-cash contributions					
S 7.4 – contributions using planning agreements		–	–	–	5,600
Total developer contributions non-cash		–	–	–	5,600
Total developer contributions		–	–	10,273	16,801
Total contributions		–	–	10,273	16,801
Total grants and contributions		3,163	2,850	14,511	22,943
Timing of revenue recognition					
Grants and contributions recognised over time		100	–	3,889	6,362
Grants and contributions recognised at a point in time		3,063	2,850	10,622	16,581
Total grants and contributions		3,163	2,850	14,511	22,943

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants and contributions				
Unspent funds at 1 July	144	327	5,258	8,027
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	(24)	144	7,229	5,258
Add: Funds received and not recognised as revenue in the current year	787	—	—	—
Less: Funds received in prior year but revenue recognised and funds spent in current year	(143)	(327)	(2,773)	(8,027)
Unspent funds at 30 June	764	144	9,714	5,258
Contributions				
Unspent funds at 1 July	—	—	28,418	16,996
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	—	—	11,582	11,614
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	—	—	(1,473)	(192)
Unspent contributions at 30 June	—	—	38,527	28,418

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include completion of milestone reports. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point-in-time or over-time and this is reflected in the revenue recognition pattern. Point-in-time recognition occurs when the beneficiary obtains control of the goods / services at a single time such as the completion of a project or when a report / outcome is provided, whereas over-time recognition is where the control of the services is ongoing throughout the project.

Where control is transferred over-time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to sufficiently identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of progress towards the completion of the construction project.

For acquisitions of assets (i.e. purchases), the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

B2-4 Grants and contributions (continued)

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised, then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2025	2024
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	231	150
– Cash and investments	2,786	2,154
Total interest and investment income	3,017	2,304

Material accounting policy information

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

\$ '000	2025	2024
Rental income		
Other lease income		
Room/Facility Hire	1,035	877
Leaseback fees - council vehicles	154	142
Other	63	–
Total other lease income	1,252	1,019
Total other income	1,252	1,019

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	20,437	17,769
Employee termination costs (where material – other than vested leave paid)	148	613
Travel expenses	4	–
Employee leave entitlements (ELE)	4,634	3,754
Superannuation	2,623	2,232
Workers' compensation insurance	2,242	1,167
Fringe benefit tax (FBT)	149	163
Training costs (other than salaries and wages)	411	280
Recruitment costs	132	107
Other	120	147
Total employee costs	30,900	26,232
Less: Capitalised employee costs	(810)	(427)
Total employee costs expensed	30,090	25,805

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

Capitalised employee costs

Employee costs that are directly attributable to the construction or acquisition of items of Infrastructure, Property Plant and Equipment (IPPE) are capitalised to the cost of the respective items of IPPE in accordance with AASB 16.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B3-2 Materials and services

\$ '000	Notes	2025	2024
Raw materials and consumables		3,104	2,959
Contractor costs		7,697	6,872
Street and gutter cleaning		1,284	776
Audit Fees	E2-1	413	315
Infringement notice contract costs (SEINS)		565	174
Councillor and Mayoral fees and associated expenses	E1-2	288	255
Advertising		100	88
Bank charges		89	81
Cleaning		461	368
Election expenses		290	–
Electricity, heating and water		562	304
Insurance		1,101	1,043
Office expenses (including computer expenses)		398	145
Postage		173	81
Printing and stationery		72	75
Street lighting		550	453
Subscriptions, memberships and publications		578	393
Telephone and communications		526	405
Valuation fees		53	51
Other expenses		38	141
Security		47	101
Waste disposal – tipping fees		5,111	3,862
Legal expenses:			
– Legal expenses: planning and development		494	669
– Legal expenses: debt recovery		20	68
– Legal expenses: other		48	87
Expenses from short-term leases		3	3
Other		20	8
Total materials and services		24,085	19,777
Total materials and services		24,085	19,777

Material accounting policy information

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	2025	2024
Interest on loans	504	–
Total interest bearing liability costs	504	–
Total interest bearing liability costs expensed	504	–

Material accounting policy information

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset during the period of time required to complete and prepare the asset for its intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred.

During the financial year ended 30 June 2025, Council obtained new borrowings of \$5.85 million on 3 January 2025 and \$2.00 million on 18 June 2025. Borrowing costs associated with these loans were accounted for in accordance with the above policy.

In the prior year, Council borrowed \$7.00 million on 28 June 2024. No borrowing costs were capitalised or recognised as an expense in the 2023–24 financial year in respect of this borrowing.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation	C1-8, C1-7		
Plant and equipment		1,162	1,168
Office equipment		479	534
Other assets:			
– Library books		105	118
Infrastructure:			
– Buildings and other structures		1,677	1,227
– Roads		2,837	2,619
– Bridges		93	91
– Footpaths		666	534
– Other road assets		496	–
– Stormwater drainage		887	931
– Car parks		79	73
– Other open space/recreational assets		1,973	2,153
Intangible assets		452	523
Total gross depreciation and amortisation costs		10,906	9,971
Total depreciation, amortisation and impairment for non-financial assets		10,906	9,971

Material accounting policy information**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B3-5 Other expenses

\$ '000	2025	2024
Impairment of receivables		
Other	(6)	(55)
Total impairment of receivables	(6)	(55)
Other		
Contributions/levies to other levels of government		
– Department of planning levy	107	103
– Emergency services levy (includes FRNSW, SES, and RFS levies)	165	221
– NSW fire brigade levy	994	1,015
Donations, contributions and assistance to other organisations (Section 356)	86	70
Total other	1,352	1,409
Total other expenses	1,346	1,354

Material accounting policy information

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2025	2024
Gain (or loss) on disposal of plant and equipment			
	C1-6		
Proceeds from disposal – plant and equipment		490	577
Less: carrying amount of plant and equipment assets sold/written off		(185)	(165)
Gain (or loss) on disposal		305	412
Gain (or loss) on disposal of infrastructure			
	C1-6		
Less: carrying amount of bridge assets sold/written off		–	(15)
Less: carrying amount of road assets written off ^a		(1,077)	(700)
Less: carrying amount of other roads sold/written off		(252)	–
Less: carrying amount of footpath assets written off ^b		(399)	(858)
Less: carrying amount of building assets sold/written off		(2)	(429)
Less: carrying amount of open space assets sold/written off ^c		(1,503)	(21)
Less: carrying value of car park assets sold/written off		(1)	(63)
Less: carrying amount of stormwater assets write off		(10)	–
Gain (or loss) on disposal		(3,244)	(2,086)
Net gain (or loss) from disposal of assets ⁴		(2,939)	(1,674)

Material accounting policy information

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

(4) Net losses from disposal of assets relate to plant and equipment, roads (surface and base) and footpath assets replaced as part of the capital program.

(a) This includes road surface, road base and kerbs & gutters that were replaced through capital works undertaken during the financial year. The carrying amounts stated is replaced by the new asset value in Council's asset register. The works included Section 7.11, Local Area Traffic Management (LATM), kerbs and gutters replacement program, RMS block grant and stimulus funding. Council budgeted \$0.45 million in disposal of road asset.

(b) This includes footpaths that were replaced through capital works undertaken during the financial year. The carrying amounts stated is replaced by the new asset value in Council's asset register. There was no budget for this.

(c) During the year, Council recognised the partial disposal of assets within the Open Space asset class. This included the partial disposal of the Hudson Park Driving Range Synthetic Turf, together with other minor assets within this classification.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 25 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Revenues				
Rates and annual charges	40,989	41,903	914	2% F
User charges and fees	5,057	6,565	1,508	30% F
At the start of each financial year, Council establishes its fees and charges as part of the annual budget process. These fees, together with the annual revenue forecast, are informed by a range of factors, including historical performance, market trends, economic conditions, and Council decisions. Unlike rates and charges, which are largely determined by property values and fixed rates in the dollar, user fees and charges are more sensitive to fluctuations in service demand, regulatory changes, and broader external influences. As a result, actual revenue collected can vary from the original forecasts. In 2024/2025, Council achieved a favourable uplift in user fees and charges, primarily driven by heightened construction activity across the local area. This activity led to increased revenue from work zone parking and standing plant permits than originally anticipated.				
Other revenue	2,696	3,497	801	30% F
Other revenue includes items such as fines and infringements, cost recoveries, and miscellaneous income. More than 80% of this category is derived from fines and infringements, which arise from penalties issued for breaches of local regulations, traffic offences, and similar violations. The level of fine revenue depends on both the degree of non-compliance within the community and the level of monitoring and enforcement undertaken by Council. The increase in other revenue for the year was primarily driven by higher income from parking fines.				
Operating grants and contributions	2,467	3,163	696	28% F
Operating grants mainly comprise the Financial Assistance Grant and other State and Federal funding. These are difficult to predict as they depend on government priorities, budget allocations, and the timing of program announcements, many of which are not confirmed until partway through the year. Council therefore takes a conservative approach, only budgeting for grants it knows it will receive and incorporating others through quarterly reviews once confirmed. The variation between budget and actuals reflects lower-than-expected Financial Assistance Grants, offset by additional operational grants secured during the year.				
Capital grants and contributions	9,483	14,511	5,028	53% F
Capital grants and contributions, covering infrastructure projects, community facilities, and developer contributions, are inherently difficult to forecast for Council. Many funding programs are not announced at the time budgets are prepared, and allocations can shift with changing government priorities and timing of approvals. Developer contributions add further complexity, as income depends on the pace and completion of development activity, which is outside Council's control. As a result, actual capital income often varies from forecasts, with the latest variation driven by developer contributions coming in around \$5 million higher than originally budgeted.				
Interest and investment revenue	2,524	3,017	493	20% F
Interest income represents the revenue Council earns from investing surplus cash, primarily through term deposits. These investments are designed to maximise returns on available funds and provide an additional income stream for the community. In 2024/2025, Council's interest income was significantly higher than forecast, largely due to the Reserve Bank of Australia (RBA) maintaining higher-than-expected interest rates, which boosted returns on investments. In addition, Council held higher cash balances than projected, as capital projects progressed more slowly than anticipated, leading to lower cash outflows. When Council holds more cash than budgeted, it can increase the volume of funds placed into investments, further amplifying the overall interest income beyond original forecasts.				

B5-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Other income	1,201	1,252	51	4% F

Expenses

Employee benefits and on-costs	26,236	30,090	(3,854)	(15)%	U
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Employee benefits and on-costs include wages, salaries, superannuation, workers compensation insurance, and other employee-related expenses. As the budget is prepared more than 10 months before adoption, it is based on staffing levels and cost information available at that time. Variations arise when actual costs differ from these early assumptions. In this case, the material difference reflects an underestimation of workers compensation insurance by \$635k, offset by a higher-than-expected recovery of employee costs from capital projects of around \$1.5m. In local government, these recoveries occur when staff time is allocated to deliver capital projects, with a portion of wages charged directly to those projects. This recovery is recorded as a negative expense in employee costs, reducing the overall wages and salaries reported in the operating budget.

Materials and services	22,635	24,085	(1,450)	(6)%	U
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Borrowing costs	518	504	14	3%	F
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Borrowing costs relate to interest repayments on loans drawn down either in 2024/2025 or in prior years. The actual costs were lower than budgeted because the original budget assumed an earlier drawdown of new borrowings, which would have resulted in higher interest expenses across the year. In practice, Council deferred the drawdown to a later date than anticipated, reducing the period over which interest was incurred and delivering a favourable variance against budget.

Depreciation, amortisation and impairment of non-financial assets	10,506	10,906	(400)	(4)%	U
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Other expenses	1,479	1,346	133	9%	F
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Net losses from disposal of assets	(450)	2,939	(3,389)	753%	U
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Council adopts a conservative approach to budgeting by not anticipating substantial gains or losses from asset disposals, instead recognising them through quarterly budget reviews once realised. This avoids overstating revenue or understating expenses in the adopted budget. Variations arise as Council renews and upgrades infrastructure, requiring the written-down value of replaced assets to be removed from the asset register before capitalising the new assets. Predicting these net gains or losses is inherently difficult in local government, as values can only be confirmed once projects are completed and capitalised, and the scale and timing of disposals are often influenced by factors outside of budget preparation.

Statement of cash flows

Cash flows from operating activities	16,169	27,514	11,345	70%	F
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The material increase in cash received from operating activities is primarily due to higher-than-anticipated capital grants and contributions received during the year. Although Council makes every effort to budget for developer contributions and grants, the timing and value of this income are largely beyond its control, making it inherently difficult to forecast. In 2024/2025, several major developments progressed to the stage of receiving Occupation Certificates (OC), which triggered the payment of significant developer contributions. These funds play a critical role in supporting essential community infrastructure such as roads, parks, and utilities.

Cash flows from investing activities	(24,923)	(41,501)	(16,578)	67%	U
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Council budgets its investments on the basis that all term deposits maturing during the year will be reinvested. During the year, however, Council increased its investment holdings to take advantage of higher interest rates offered by financial institutions. This was made possible by higher-than-expected cash balances, largely due to delays in capital projects which reduced cash outflows. As a result, additional short-term investments were placed to maximise returns on surplus funds.

Cash flows from financing activities	8,452	7,190	(1,262)	(15)%	U
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Cash flows from financing activities are lower than budget because council deferred borrowing funds until later in the year reducing interest repayments and only partially taking up their allocated loan borrowing programme for the financial year.

C Financial position**C1 Assets we manage****C1-1 Cash and cash equivalents**

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	4,070	8,126
Deposits at call	7,677	10,418
Total cash and cash equivalents	11,747	18,544

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	11,747	18,544
Balance as per the Statement of Cash Flows	11,747	18,544

Material accounting policy information

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Term deposits	63,500	4,000	28,000	16,000
Total	63,500	4,000	28,000	16,000
Total financial investments	63,500	4,000	28,000	16,000
Total cash assets, cash equivalents and investments	75,247	4,000	46,544	16,000

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

C1-2 Financial investments (continued)

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2025	2024
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(a) Externally restricted cash, cash equivalents and investments

Total cash, cash equivalents and investments	79,247	62,544
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Less: Externally restricted cash, cash equivalents and investments	(58,852)	(38,383)
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Cash, cash equivalents and investments not subject to external restrictions	20,395	24,161
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External restrictions**External restrictions – included in liabilities**

External restrictions included in cash, cash equivalents and investments above comprise:

Specific purpose unexpended loans – general	6,094	–
Specific purpose unexpended grants - general fund	9,714	5,402
External restrictions – included in liabilities	15,808	5,402

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	38,527	28,418
Stormwater management	1,083	589
Domestic waste management	1,982	3,286
Specific purpose unexpended grants - general fund	764	–
Planning agreements	688	688
External restrictions – other	43,044	32,981
Total external restrictions	58,852	38,383

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2025	2024
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(b) Internal allocations

At 30 June, Council has internally allocated funds to the following:

Plant and vehicle replacement	375	2,230
Employees leave entitlement	1,100	1,200
Carry over works	2,077	3,426
Deposits, retentions and bonds	12,347	12,347
Adshel (bus shelters)	270	270
Council elections	48	350
Future major expenditure	2,082	2,082
Hudson Park Golf Driving Range	195	195
Risk and Legal	700	400
Technology	103	140
Contributions towards works	20	20
Financial Assistance Grant - paid in advance	892	1,437
Business Improvement and Innovation	20	–
Planning Proposals	127	–
Total internal allocations	20,356	24,097

Internal allocations

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	2,672	–	2,229	–
Interest and extra charges	276	–	206	–
User charges and fees	576	–	322	–
Accrued revenues:				
– Interest on investments	755	–	1,141	–
– Other income accruals	468	–	525	–
Net GST receivable	508	–	847	–
Other debtors	29	–	2	–
Total	5,284	–	5,272	–
Less: provision for impairment				
User charges and fees	(25)	–	(79)	–
Total provision for impairment – receivables	(25)	–	(79)	–
Total net receivables	5,259	–	5,193	–

\$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	79	133
– amounts already provided for and written off this year	(54)	(54)
Balance at the end of the year	25	79

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates receivables, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates receivables, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held); or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

C1-4 Receivables (continued)

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
(i) Inventories at cost				
Stores and materials	48	–	73	–
Total inventories at cost	48	–	73	–
Total inventories	48	–	73	–

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period								At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	WIP expensed	Transfers to intangible assets	Revaluation increments / (decrement s) to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	4,295	–	4,295	5,253	32	–	–	(3,334)	(50)	(138)	–	6,059	–	6,059
Plant and equipment	10,819	(7,140)	3,679	2,313	–	(185)	(1,162)	–	–	–	–	11,589	(6,945)	4,644
Office equipment	5,350	(3,292)	2,058	–	62	–	(479)	–	–	–	–	5,412	(3,771)	1,641
Land:														
– Operational land	77,592	–	77,592	–	–	–	–	–	–	–	12,288	89,879	–	89,879
– Community land	49,503	–	49,503	–	787	–	–	138	–	–	4,034	54,462	–	54,462
Land improvements – non-depreciable	841	–	841	–	–	–	–	–	–	–	26	867	–	867
Infrastructure:														
– Buildings and other structures	90,791	(23,740)	67,051	8	–	(2)	(1,677)	–	–	–	1,994	93,564	(26,189)	67,375
– Roads	192,076	(85,188)	106,888	907	13	(1,077)	(2,837)	3,196	–	–	2,805	198,238	(88,341)	109,897
– Bridges	11,106	(3,190)	7,916	–	410	–	(93)	–	–	–	205	11,808	(3,369)	8,439
– Footpaths	45,684	(16,936)	28,748	4,157	142	(399)	(666)	–	–	–	755	50,355	(17,618)	32,737
– Other road assets	25,251	(6,114)	19,137	106	482	(252)	(496)	–	–	–	483	26,151	(6,691)	19,460
– Bulk earthworks (non-depreciable)	38,830	–	38,830	–	–	–	–	–	–	–	1,017	39,847	–	39,847
– Stormwater drainage	129,696	(71,104)	58,592	74	576	(10)	(887)	–	–	–	1,512	133,723	(73,864)	59,859
– Car parks	7,654	(1,716)	5,938	1	–	(1)	(79)	–	–	–	153	7,854	(1,841)	6,013
– Other open space / recreational assets	43,694	(10,659)	33,035	2,054	1,061	(1,503)	(1,973)	–	–	–	923	46,438	(12,841)	33,597
Other assets:														
– Library books	2,362	(2,054)	308	–	96	–	(105)	–	–	–	–	2,458	(2,159)	299
Total infrastructure, property, plant and equipment	735,544	(231,133)	504,411	14,873	3,661	(3,429)	(10,454)	–	(50)	(138)	26,195	778,704	(243,629)	535,075

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period							At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers (WIP to Exp)	Revaluation increments / (decrements) to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	9,563	–	9,563	3,372	–	–	–	(8,107)	(531)	–	4,295	–	4,295
Plant and equipment	10,184	(6,846)	3,338	1,674	–	(165)	(1,168)	–	–	–	10,819	(7,140)	3,679
Office equipment	6,697	(4,458)	2,239	–	354	–	(534)	–	–	–	5,350	(3,292)	2,058
Land:													
– Operational land	77,592	–	77,592	–	–	–	–	–	–	–	77,592	–	77,592
– Community land	49,503	–	49,503	–	–	–	–	–	–	–	49,503	–	49,503
Land improvements – non-depreciable	–	–	–	–	42	–	–	799	–	–	841	–	841
Infrastructure:													
– Buildings and other structures	76,418	(22,346)	54,072	680	5,600	(429)	(1,227)	1,911	–	6,445	90,791	(23,740)	67,051
– Roads	196,494	(83,160)	113,334	3,797	110	(700)	(2,619)	–	–	12,102	192,076	(85,188)	106,888
– Bridges	9,458	(3,483)	5,975	268	122	(15)	(91)	1,943	–	(287)	11,106	(3,190)	7,916
– Footpaths	41,263	(16,433)	24,830	3,455	–	(858)	(534)	–	–	1,856	45,684	(16,936)	28,748
– Other road assets (including bulk earthworks)	–	–	–	–	–	–	–	–	–	–	25,251	(6,114)	19,137
– Bulk earthworks (non-depreciable)	36,841	–	36,841	–	–	–	–	–	–	1,989	38,830	–	38,830
– Stormwater drainage	93,143	(37,503)	55,640	–	37	–	(931)	–	–	3,847	129,696	(71,104)	58,592
– Car parks	7,203	(1,621)	5,582	188	–	(63)	(73)	–	–	304	7,654	(1,716)	5,938
– Other open space / recreational assets	60,911	(18,026)	42,885	14	218	(21)	(2,153)	3,454	–	(11,363)	43,694	(10,659)	33,035
Other assets:													
– Library books	2,272	(1,936)	336	90	–	–	(118)	–	–	–	2,362	(2,054)	308
Total infrastructure, property, plant and equipment	677,542	(195,812)	481,730	13,538	6,483	(2,251)	(9,448)	–	(531)	14,893	735,544	(231,133)	504,411

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Class of IPPE	Useful Lives
Plant and equipment (inc. office equipment)	5 - 20 years
Buildings and other structures	20 - 150 years
Roads, bridges and footpaths	20 - 155 years
Stormwater drainage	100 - 150 years
Car parks	35 - 100 years and infinite base
Other open space / recreational assets	10 - 100 years
Library books	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every five (5) years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy. Council does not have any land under road that were acquired after 1 July 2008.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council categorised within community land. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-7 Intangible assets

Intangible assets are as follows:

\$ '000	2025	2024
Software		
Opening values at 1 July		
Gross book value	3,609	3,609
Accumulated amortisation	(2,262)	(1,739)
Net book value – opening balance	1,347	1,870
Movements for the year		
Other movements	139	–
Amortisation charges	(452)	(523)
Closing values at 30 June		
Gross book value	3,748	3,609
Accumulated amortisation	(2,714)	(2,262)
Total software – net book value	1,034	1,347
Total intangible assets – net book value	1,034	1,347

Material accounting policy information

IT development and software

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

C2 Leasing activities

C2-1 Council as a lessee

Leases at significantly below market value – concessionary / peppercorn leases

Council has one lease at significantly below market value for use within Council's Library.

The leases of these types are generally for terms between 2 and 10 years and require payments of nominal amounts not exceeding \$1,000 per annum.

The use of the right-of-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

None of the leases in place are individually material from a Statement of Financial Position or Performance perspective.

C2-2 Council as a lessor

\$ '000	2025	2024
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Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	1,026	1,030
1–2 years	969	680
2–3 years	1,062	552
3–4 years	635	482
4–5 years	830	435
> 5 years	2,883	2,828
Total undiscounted lease payments to be received ^a	7,405	6,007

(a) These leases relate to council owned properties that are leased to external parties and community groups.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Payables				
Goods and services – operating expenditure	1,682	–	1,623	–
Accrued expenses:				
– Salaries and wages	903	–	513	–
– Other expenditure accruals	3,161	–	478	–
Security bonds, deposits and retentions	15,169	–	13,719	–
Prepaid rates	423	–	361	–
Other	115	–	152	–
Total payables	21,453	–	16,846	–
Total payables	21,453	–	16,846	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	13,033	13,719
Total payables	13,033	13,719

Material accounting policy information

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

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C3-2 Contract Liabilities

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:				
Unexpended grants (received prior to performance obligation being satisfied) ¹	9,714	–	5,403	–
Total grants received in advance	9,714	–	5,403	–
User fees and charges received in advance:				
Other ²	365	–	313	–
Total user fees and charges received in advance	365	–	313	–
Total contract liabilities	10,079	–	5,716	–

(1) Council receives funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months. The contract liability relates to grants received prior to the revenue recognition criteria being satisfied since the performance obligations are ongoing.

(2) This includes fees received in advance for development applications that were not determined as at balance date.

Material accounting policy information

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured ¹	1,201	12,989	548	6,452
Total borrowings	1,201	12,989	548	6,452

(1) Loans are secured against Council's general rates revenue. The loan agreements contain financial covenants which Council must report on annually. These covenants include the Debt Service Cover Ratio, Interest Cover Ratio, and Unrestricted Cash Expense Ratio. Further information regarding liability interest rate risk exposures, fair value disclosures, and security arrangements is provided in Note D1-1(b).

Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

(a) Changes in liabilities arising from financing activities

\$ '000	2024		Non-cash movements				2025
	<i>Opening Balance</i>	<i>Cash flows</i>	<i>Acquisition</i>	<i>Fair value changes</i>	<i>Acquisition due to change in accounting policy</i>	<i>Other non-cash movement</i>	<i>Closing balance</i>
Loans – secured	7,000	7,190	–	–	–	–	14,190
Total liabilities from financing activities	7,000	7,190	–	–	–	–	14,190

(b) Financing arrangements

\$ '000	2025	2024
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C3-3 Borrowings (continued)

\$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	70	70
Total financing arrangements	70	70
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	51	61
Total undrawn financing arrangements	51	61

C3-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	1,472	–	1,523	–
Sick leave	19	–	15	–
Long service leave	2,802	419	2,241	560
Employee Leave Entitlements on-costs	762	68	417	51
Total employee benefit provisions	5,055	487	4,196	611

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	2,802	2,204
	2,802	2,204

Material accounting policy information

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C4 Reserves

C4-1 Nature and purpose of reserves

Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including credit risk, liquidity risk and interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

(a) Credit risk

Council's major receivables comprise rates, annual charges, and user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through certain incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable financial institutions with high quality external credit ratings.

There are no significant concentrations of credit risk to Council due to the nature of Council operations.

The level of outstanding receivables is reported to Council periodically and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

D1-1 Risks relating to financial instruments held (continued)**Credit risk profile****Receivables – rates and annual charges**

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges		Total
		< 5 years	≥ 5 years	
2025				
Gross carrying amount	930	1,742	–	2,672
2024				
Gross carrying amount	623	1,606	–	2,229

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	2,274	97	(5)	19	227	2,612
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	87.50%	7.60%
ECL provision	–	–	–	–	199	199
2024						
Gross carrying amount	2,947	14	2	3	77	3,043
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	87.50%	2.21%
ECL provision	–	–	–	–	67	67

D1-1 Risks relating to financial instruments held (continued)

(b) Liquidity risk

Payables are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2025							
Payables (excluding prepaid rates)	0.00%	—	21,030	—	—	21,030	21,030
Borrowings	5.23%	—	1,201	7,025	5,964	14,190	14,190
Total financial liabilities		—	22,231	7,025	5,964	35,220	35,220
2024							
Payables (excluding prepaid rates)	0.00%	—	16,485	—	—	16,485	16,485
Borrowings	5.24%	—	548	2,499	3,953	7,000	7,000
Total financial liabilities		—	17,033	2,499	3,953	23,485	23,485

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024
Recurring fair value measurements							
Infrastructure, property, plant and equipment	C1-6						
Plant & equipment		–	–	4,644	3,679	4,644	3,679
Office equipment		–	–	1,641	2,058	1,641	2,058
Operational land		89,879	77,592	–	–	89,879	77,592
Community land		–	–	54,462	49,503	54,462	49,503
Land improvements (non-depreciable)		–	–	867	841	867	841
Buildings		5,637	5,600	61,738	61,451	67,375	67,051
Roads		–	–	129,357	126,025	129,357	126,025
Bridges		–	–	8,439	7,916	8,439	7,916
Footpaths		–	–	32,737	28,748	32,737	28,748
Bulk earthworks (non-depreciable)		–	–	39,847	38,830	39,847	38,830
Stormwater drainage		–	–	59,859	58,592	59,859	58,592
Car parks		–	–	6,013	5,938	6,013	5,938
Other open space / recreational assets		–	–	33,597	33,035	33,597	33,035
Library books		–	–	299	308	299	308
Total infrastructure, property, plant and equipment		95,516	83,192	433,500	416,924	529,016	500,116

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment and Office Equipment

The purchase cost of Plant & Equipment and Office Equipment are taken as their fair value. There has been no change to the valuation techniques during the reporting period.

Operational Land

A comprehensive valuation of Council's operational land was undertaken at 30 June 2025 by an external valuer.

D2-1 Fair value measurement (continued)

Operational land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price.

There has been no change to the valuation techniques during the reporting period.

Community Land

Council's community land was valued based on the Land Value (LV) provided by Valuer-General valuation.

Where the Valuer-General did not provide LV an average unit rate based on the LV for similar community land was used, having regard to the highest and best use for the land.

Land Under Roads

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Buildings

Council's buildings were valued utilising the current replacement cost approach by an external valuer at 30 June 2024.

The approach estimated the replacement cost of each building and componentising of significant parts with different useful lives and taking into account a range of factors. The unit rates could be supported by market evidence and other inputs (such as estimates of residual value, useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value.

As such, these assets have been valued using Level 2 and 3 inputs. There has been no change to the valuation techniques during the reporting period. However a further followup assessment of the asset class was performed at 30 June 2025.

Roads, Bridges, Footpaths

A full external revaluation of Council's transport assets (including roads, bridges, footpaths) were undertaken by an external valuers as at 30 June 2023. An independent firm was engaged to undertake condition assessments prior to the valuation date.

Roads include carriageway, roadside shoulders, kerbs and gutters, and roadside assets such as bus shelters, round-a-bouts, signs and street furniture. The cost approach using level 3 inputs was used to value this asset class. As no market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation methodology during the reporting period, however a further followup assessment of the asset class was performed at 30 June 2025.

Stormwater Drainage

Assets within this class comprise pits, pipes, open channels, headwalls and other water quality devices. The "cost approach" estimates the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres or certain diameter pipes and prices per pit or similar could be supported from extensive professional judgement and market evidence.

A revaluation was undertaken as at 30 June 2024 by an external valuer, however a further followup assessment of the asset class was performed at 30 June 2025.

Car Parks

Car parks include surface area and pavement, kerbs and gutters, layback and landscaping. The cost approach using level 3 inputs was used to value this asset class. An external revaluation was undertaken as at 30 June 2023, however a further followup assessment of the asset class was performed at 30 June 2025.

Other Open Space and Recreational Assets

Assets within this class have been valued by an external valuer at fair value comprising of regional sporting and recreational facilities and playgrounds, park furniture, amenities and fittings (picnic tables, shelters, seats, bollards, fences, BBQ's, etc).

Extensive professional judgement has been required to determine the final fair value of assets. Valuation of Council's other open space and recreational assets was undertaken as at 30 June 2024 by an external valuer, however a further followup assessment of the asset class was performed at 30 June 2025.

Library Books

Library Books are valued at cost. The carrying amounts of these assets are assumed to approximate fair value due to the nature of the items. There has been no change to the valuation process during the reporting period.

Fair value measurements using significant unobservable inputs (level 3)

D2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

\$ '000	2025	2024
Opening balance	416,924	394,575
Total gains or (losses) for the period - Revaluation surplus / (decrement)	13,876	15,722
Other movements		
Additions (Purchases) (GBV)	13,249	11,017
Disposals (WDV)	(3,429)	(2,251)
Depreciation and impairment	(10,454)	(9,447)
Other movement - Transfers from WIP	3,334	7,308
Closing balance	433,500	416,924

Highest and best use

All of Council's non-financial assets, except community land, are considered as being utilised for their highest and best use.

Community land is being utilised in a manner that differs from its highest and best use due to standing legal restrictions on the permissible usage of the land based on the Local Government Act 1993.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such we do not believe that there is sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

As a result we believe that each sponsoring employer should account for the sub-group under paragraph 34 of the Standard and in particular the additional disclosure requirements set out in paragraph 148.

(a) a description of the funding arrangements, including the method used to determine the entity's rate of contributions and any minimum funding requirements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

** For 180 Point Members, Employers are required to contribute 9.5% of salaries from 1 July 2025 to these members' accumulation accounts, in line with current level of Superannuation Guarantee contributions which are paid in addition to members' defined benefits.*

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

(b) a description of the extent to which the entity can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan:

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) a description of any agreed allocation of a deficit or surplus on:

D3-1 Contingencies (continued)

(i) wind-up of the plan

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

(ii) the entity's withdrawal from the plan

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

d) Given the entity accounts for that plan as if it were a defined contribution plan in accordance with paragraph 34, the following information:

(i) the fact that the plan is a defined benefit plan.

We confirm the plan is a defined benefit plan.

(ii) the reason why sufficient information is not available to enable the entity to account for the plan as a defined benefit plan.

See earlier section on "AASB119 accounting observations".

(iii) the expected contributions to the plan for the next annual reporting period

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2024 was \$124,827.21. The last formal valuation of the Fund was undertaken by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2024.

(iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Defined Benefit Reserves Only*	\$ Millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities

The key economic assumptions used to calculate the present value of accrued benefits are:

Investment Return	6.0% per annum
Salary Inflation	3.5% per annum
Increase in CPI	2.5% per annum thereafter

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

(v) an indication of the level of participation of the entity in the plan compared with other participating entities.

An employer's share of any funding surplus or deficit that can be attributed to each organisation provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group. Given the funding position of the Fund as at 30 June 2024, it was recommended that these past service contributions cease effective 1 January 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

D3-1 Contingencies (continued)

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2025	2024
Compensation:		
Short-term benefits	1,373	1,157
Post-employment benefits	106	109
Other long-term benefits	29	36
Total	1,508	1,302

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed. There are no other transactions between the Council and the KMP's and their related parties.

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	48	53
Councillors' fees	159	164
Other Councillors' expenses (including Mayor)	81	38
Total	288	255

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

E2 Other relationships**E2-1 Audit fees**

\$ '000	2025	2024
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:**(i) Audit services**

Audit of financial statements

Remuneration for audit services**Total Auditor-General remuneration**

150	140
150	140
150	140

Non NSW Auditor-General audit firms:**(i) Audit and other assurance services**

Internal audit

Remuneration for audit and other assurance services**Total remuneration of non NSW Auditor-General audit firms****Total audit fees**

263	175
263	175
263	175
413	315

F Other matters

F1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	2025	2024
Net operating result from Income Statement	4,038	15,418
Add / (less) non-cash items:		
Depreciation and amortisation	10,906	9,971
(Gain) / loss on disposal of assets	2,939	1,674
Non-cash capital grants and contributions	–	(5,600)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(12)	(1,907)
Increase / (decrease) in provision for impairment of receivables	(54)	(54)
(Increase) / decrease of inventories	25	(8)
(Increase) / decrease of other current assets	(33)	(188)
Increase / (decrease) in payables	4,607	419
Increase / (decrease) in contract liabilities	4,363	(3,016)
Increase / (decrease) in employee benefit provision	735	564
Net cash flows from operating activities	27,514	17,273

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Road infrastructure	3,750	3,798
Buildings	157	219
Plant and equipment	3,316	813
Other community infrastructure	807	203
Other	390	63
Total commitments	8,420	5,096
These expenditures are payable as follows:		
Within the next year	8,420	5,096
Total payable	8,420	5,096

Details of capital commitments

Capital commitments represent the committed but unspent component of capital projects that are currently in progress.

F3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

F4 Statement of developer contributions

F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Parking	434	–	–	–	15	–	–	449	–
Community facilities	570	972	–	–	55	–	–	1,597	–
Roads and traffic facilities	1,020	382	–	–	35	(416)	–	1,021	–
Major open space	6,569	4,682	–	–	395	(16)	–	11,630	–
Local open space	7,978	2,365	–	–	361	(86)	–	10,618	–
Administration	358	100	–	–	14	(47)	–	425	–
S7.11 contributions – under a plan	16,929	8,501	–	–	875	(565)	–	25,740	–
S7.12 levies – under a plan	10,563	1,771	–	–	402	(908)	–	11,828	–
Total S7.11 and S7.12 revenue under plans	27,492	10,272	–	–	1,277	(1,473)	–	37,568	–
S7.11 not under plans	926	–	–	–	33	–	–	959	–
Total contributions	28,418	10,272	–	–	1,310	(1,473)	–	38,527	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

F4-2 Developer contributions by plan

	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash Land	Non-cash Other					
S7.11 contributions – under a plan									
CONTRIBUTION PLAN 2010 – DIRECT									
Community facilities	570	972	-	-	55	-	-	1,597	-
Administration	358	100	-	-	14	(47)	-	425	-
Roads and traffic facilities	1,020	382	-	-	35	(416)	-	1,021	-
Major open space	6,569	4,682	-	-	395	(16)	-	11,630	-
Local open space	7,978	2,365	-	-	361	(86)	-	10,618	-
Total	16,495	8,501	-	-	860	(565)	-	25,291	-
CONTRIBUTION PLAN 1993									
Parking	434	-	-	-	15	-	-	449	-
Total	434	-	-	-	15	-	-	449	-

S7.12 Levies – under a plan

INDIRECT DEVELOPMENT CONTRIBUTIONS PLAN – 2010

General levy	10,563	1,771	-	-	402	(908)	-	11,828	-
Total	10,563	1,771	-	-	402	(908)	-	11,828	-

F4-3 Contributions not under plans

CONTRIBUTIONS – NOT UNDER A PLAN

Parking	926	-	-	-	33	-	-	959	-
Total	926	-	-	-	33	-	-	959	-

F4-4 S7.4 planning agreements

Voluntary Planning Agreements

Other	688	-	-	-	-	-	-	688	-
Total	688	-	-	-	-	-	-	688	-

End of the audited financial statements

G1 Statement of performance measures

G1-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(7,540)	(12.69)%	(11.57)%	(16.23)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	59,397				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	56,234	76.09%	65.14%	72.40%	> 60.00%
Total continuing operating revenue ¹	73,908				
3. Unrestricted current ratio					
Current assets less all external restrictions	26,313	2.15x	5.02x	4.32x	> 1.50x
Current liabilities less specific purpose liabilities	12,239				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	3,870	3.32x	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	1,164				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	2,948	6.61%	6.28%	4.86%	< 5.00%
Rates and annual charges collectable	44,570				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	79,247	19.40	17.30	12.77	> 3.00
Monthly payments from cash flow of operating and financing activities	4,086	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying financial statements of Strathfield Municipal Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements, Special Schedules (the Schedules) and G1 Statement of performance measures.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- on G1 Statement of performance measures
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2025
SYDNEY



Cr Benjamin Cai
Mayor
Strathfield Municipal Council
PO Box 120
STRATHFIELD NSW 2135

Contact: Karen Taylor
Phone no: 9275 7311
Our ref: [R008-1981756498-6446](#)

29 October 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Strathfield Municipal Council**

I have audited the general purpose financial statements (GPFS) of the Strathfield Municipal Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024–25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

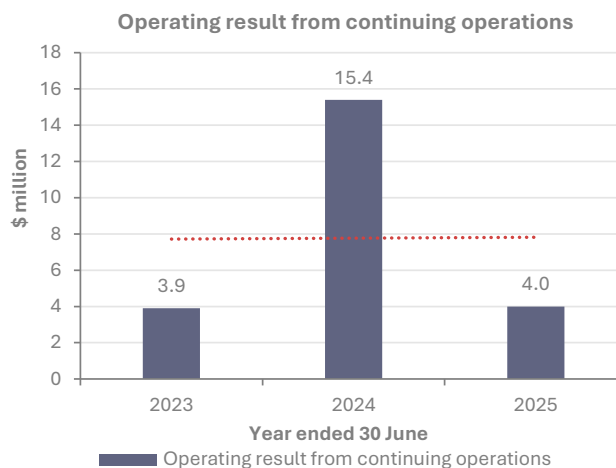
	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	41.9	36.9	13.6
Grants and contributions provided for operating purposes revenue	3.2	2.9	10.3
Grants and contributions provided for capital purposes revenue	14.5	22.9	36.7
Operating result from continuing operations	4.0	15.4	74.0
Net operating result for the year before grants and contributions provided for capital purposes	(10.5)	(7.5)	40.0

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$11.4 million lower than the 2023–24 result. This was mainly due to:

- the \$8.4 million decrease in grants and contributions provided for capital purposes being offset by increases in all other revenue sources
- the \$10.4 million increase in expenses, with employee benefits and on-costs and materials and services equally contributing to \$8.6 million of this increase
- depreciation, amortisation and impairment expense (\$10.9 million) increased by \$935k due to growth in infrastructure, property, plant and equipment
- net loss on disposal of assets (\$2.9 million), which included replacement of nets and other assets at the Hudson Park Driving Range.



The net operating result for the year before grants and contributions provided for capital purposes was a loss of \$10.5 million. Refer to 'Grants and contributions revenue' below for details.

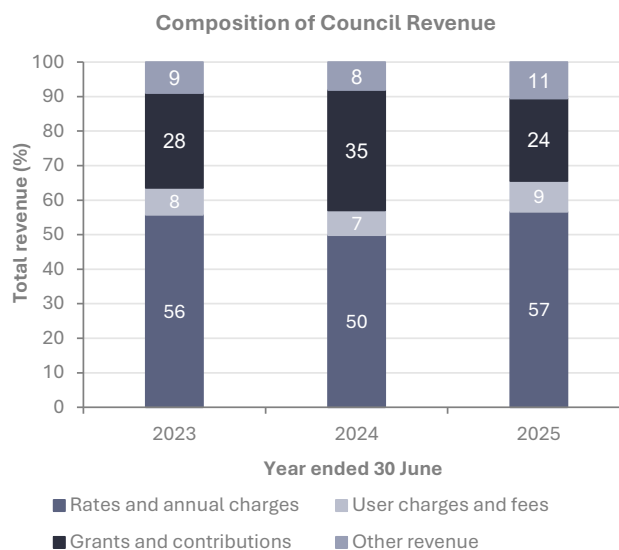
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue (\$73.9 million) remained steady in 2024–25 due to:

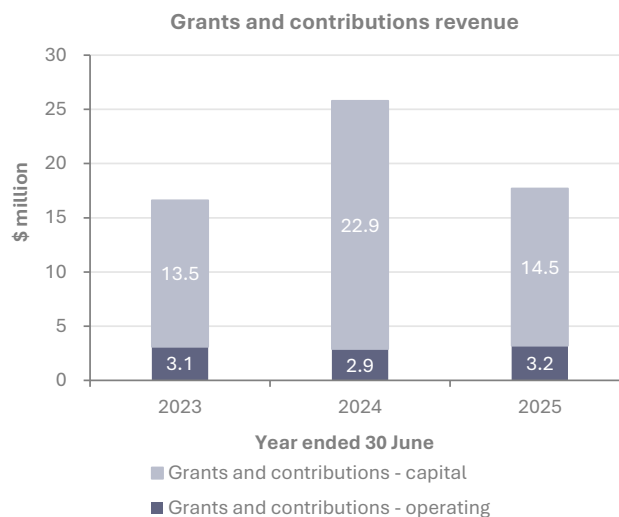
- rates and annual charges revenue (\$41.9 million) which increased by \$5.0 million (13.6 per cent) due to special rate variation
- grants and contributions revenue (\$17.7 million) decreased by \$8.1 million (31.5 per cent) offsetting the increases in income – see additional details below.
- all other revenue sources contributing to an increase of \$3.1 million (4.2 per cent)



Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$17.7 million) decreased by \$8.1 million (31.5 per cent) in 2024–25 due to a \$6.5 million decrease in developer contributions (dedicated affordable housing units) and a \$1.6 million decrease in grants and non-developer contributions. These contributions will fluctuate year on year.



CASH FLOWS

Statement of cash flows

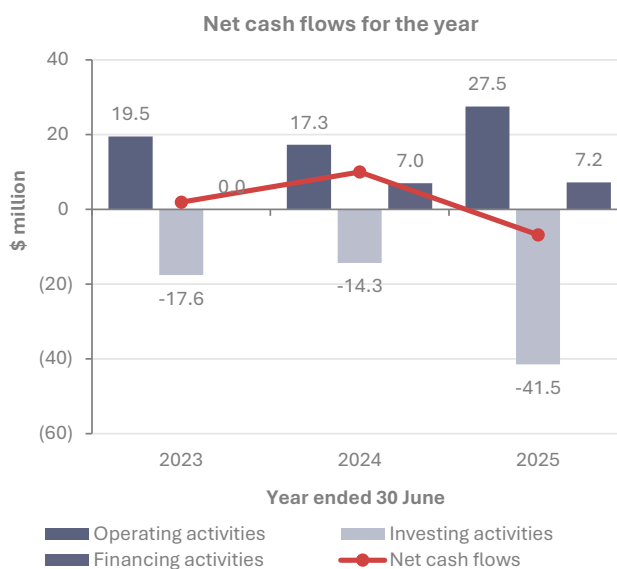
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$6.8 million (positive \$10.0 million in 2023–24).

In 2024–25 the net cashflows:

- from operating activities increased by \$10.2 million, due to a \$16.0 million increase in receipts offset by a \$5.8 million increase in payments. Receipts from rates and annual charges increased by \$5.3 million and grants and contributions increased by \$4.7 million. Payments to employees increased by \$4.3 million.
- used in investing activities increased by \$27.2 million, mainly due to payments to acquire new term deposits
- from financing activities reflects proceeds from borrowings.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

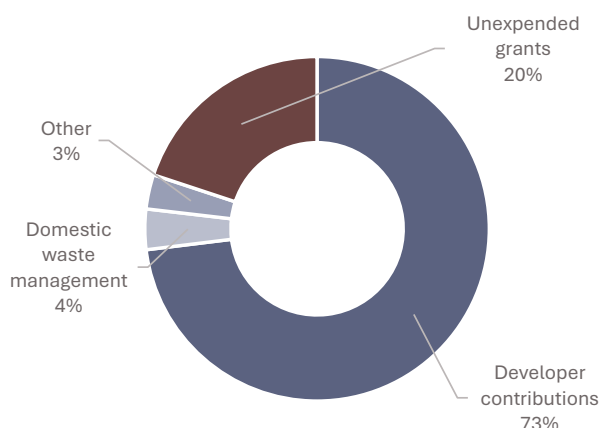
Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	79.2	62.5		
Restricted and allocated cash, cash equivalents and investments:				Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
• External restrictions	58.9	38.4	74.4	Internal allocations are determined by council policies or decisions, which are subject to change.
• Internal allocations	20.3	24.1	25.6	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024–25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of \$38.5 million, a \$10.4 million increase
- unexpended grants of \$10.5 million, a \$5.1 million increase
- domestic waste management and other making up the remaining \$10.6 million, including unexpended loans of \$6.1 million.

Source of externally restricted cash, cash equivalents and investments



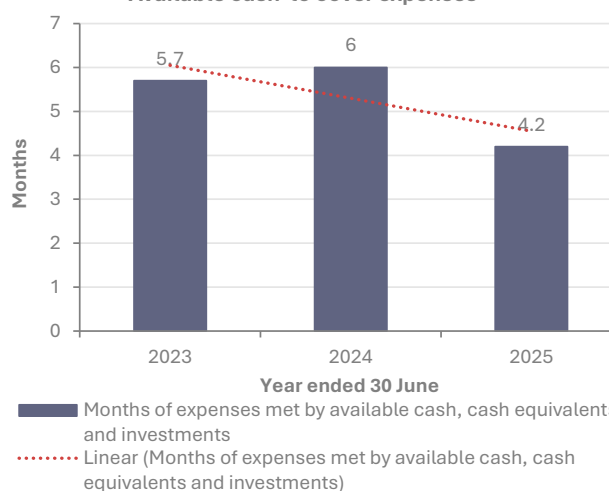
Council liquidity

This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

At 30 June 2025, Council can fund 4.2 months of general expenses.

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

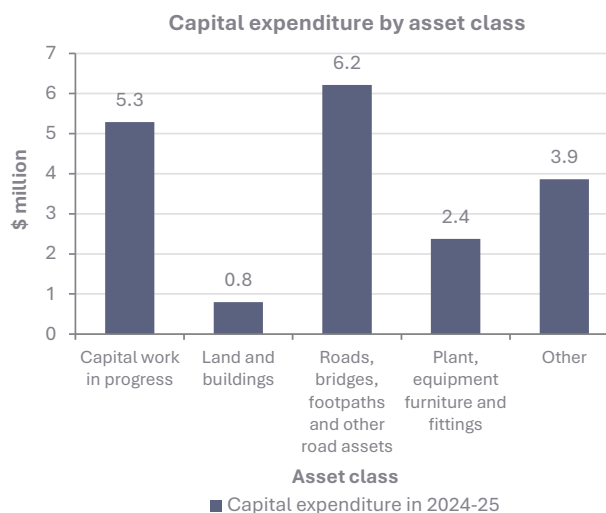
Available cash to cover expenses



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024–25.

Council renewed \$14.9 million of infrastructure, property, plant and equipment during the 2024–25 financial year. This was mainly spent on roads, footpaths and other infrastructure. A further \$3.7 million was spent mainly on new assets, mainly open space/recreational assets, stormwater other road assets and bridges.



Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

Debt	2025	2024	Commentary
	\$m	\$m	
Loans	14.2	7.0	Loans taken out to fund Hudson Park Driving Range remediation and the upfront funds required for the infrastructure asset renewal program.
Credit card facility	-	-	\$70,000 with \$19,000 used.
Amount used	-	-	

Karen Taylor
Delegate of the Auditor -General

Strathfield Municipal Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Strathfield Municipal Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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Special Purpose Financial Statements:	
Income Statement of the Hudson Park Driving Range	4
Statement of Financial Position of the Hudson Park Driving Range	5
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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Strathfield Municipal Council

General Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 October 2025.



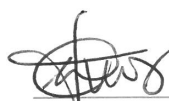
Benjamin Cai
Mayor
28 October 2025



Sandy Reddy
Deputy Mayor
28 October 2025



Michael Mamo
General Manager
28 October 2025



Waisale Iowane
Responsible Accounting Officer
28 October 2025

Strathfield Municipal Council | Income Statement of the Hudson Park Driving Range | for the year ended 30 June 2025

Strathfield Municipal Council**Income Statement of the Hudson Park Driving Range**
for the year ended 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
Income from continuing operations		
User fees and charges	1,899	1,977
Other income	–	7
Total income from continuing operations	1,899	1,984
Expenses from continuing operations		
Employee benefits and on-costs	846	599
Materials and services	351	185
Borrowing costs	3	–
Depreciation, amortisation and impairment	136	231
Net loss from the disposal of assets	1,130	–
Total expenses from continuing operations	2,466	1,015
Surplus (deficit) from continuing operations before capital amounts	(567)	969
Surplus (deficit) from continuing operations after capital amounts	(567)	969
Surplus (deficit) from all operations before tax	(567)	969
Less: corporate taxation equivalent (25%) [based on result before capital]	–	(242)
Surplus (deficit) after tax	(567)	727
Plus opening accumulated surplus	6,232	5,542
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	242
Add:		
Less:		
– Surplus dividend paid	(320)	(279)
Closing accumulated surplus	5,345	6,232
Return on capital %	(7.4)%	15.3%
Subsidy from Council	887	–
Calculation of dividend payable:		
Surplus (deficit) after tax	(567)	727
Surplus for dividend calculation purposes	–	727
Potential dividend calculated from surplus	–	364

Strathfield Municipal Council | Statement of Financial Position of the Hudson Park Driving Range | as at 30 June 2025

Strathfield Municipal Council**Statement of Financial Position of the Hudson Park Driving Range**

as at 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
ASSETS		
Current assets		
Investments	195	—
Inventories	1	7
Total current assets	196	7
Non-current assets		
Infrastructure, property, plant and equipment	7,691	6,333
Total non-current assets	7,691	6,333
Total assets	7,887	6,340
LIABILITIES		
Current liabilities		
Payables	3	—
Borrowings	159	—
Total current liabilities	162	—
Non-current liabilities		
Borrowings	1,841	—
Employee benefit provisions	49	49
Total non-current liabilities	1,890	49
Total liabilities	2,052	49
Net assets	5,835	6,291
EQUITY		
Accumulated surplus	5,345	6,232
IPPE revaluation reserves	490	59
Total equity	5,835	6,291

Note – Material accounting policy information

These special purpose financial statements for the year ended 30 June 2023 and 30 June 2024 were authorised for issue by Council on 22 October 2024. Council has the power to amend and reissue these special purpose financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the special purpose financial statements.

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accrual basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Hudson Park Golf Driving Range

A business activity involves the supply of goods and services for a fee or charge for the purposes of making a profit.

Category 2

(where gross operating turnover is less than \$2 million)

Nil

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 25%

Note – Material accounting policy information (continued)

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Strathfield Municipal Council's (the Council) Declared Business Activity, Hudson Park Driving Range, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of the Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2025, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activity effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2025
SYDNEY

Strathfield Municipal Council

SPECIAL SCHEDULES
for the year ended 30 June 2025



Strathfield Municipal Council

Special Schedules

for the year ended 30 June 2025

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Strathfield Municipal Council | Permissible income for general rates | for the year ended 30 June 2025

Strathfield Municipal Council

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	27,003	31,331
Plus or minus adjustments ²	b	405	26
Notional general income	c = a + b	27,408	31,357
Permissible income calculation			
Percentage increase	d	14.11%	17.50%
Plus percentage increase amount ³	f = d x (c + e)	3,867	5,487
Sub-total	g = (c + e + f)	31,275	36,844
Plus (or minus) last year's carry forward total	h	2	(41)
Less valuation objections claimed in the previous year	i	(32)	(45)
Sub-total	j = (h + i)	(30)	(86)
Total permissible income	k = g + j	31,245	36,758
Less notional general income yield	l	31,331	36,830
Catch-up or (excess) result	m = k - l	(86)	(72)
Plus income lost due to valuation objections claimed ⁴	n	45	41
Carry forward to next year ⁶	p = m + n + o	(41)	(31)

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Strathfield Municipal Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2025
SYDNEY

Strathfield Municipal Council | Report on infrastructure assets as at 30 June 2025

Strathfield Municipal Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard		Estimated cost to bring assets to agreed level of service set by Council		2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000					1	2	3	4	5
Buildings	Buildings and other structures	2,587	5,057	1,871	1,887			67,375	93,564	62.5%	20.2%	10.6%	5.2%	1.4%
	Sub-total	2,587	5,057	1,871	1,887			67,375	93,564	62.5%	20.2%	10.6%	5.2%	1.5%
Roads & Car Parks	Roads, bridges, footpaths, kerb & gutter, bulk earthworks (non-depreciable).	4,922	10,007	5,731	4,654			210,380	326,399	38.9%	32.6%	24.6%	3.7%	0.3%
	Car parks	259	517	157	—			6,013	7,854	68.9%	7.4%	15.5%	7.2%	1.0%
	Sub-total	5,181	10,524	5,888	4,654			216,393	334,253	39.6%	32.0%	24.4%	3.8%	0.2%
Stormwater drainage	Stormwater drainage (Pits, Pipes, & Conduits)	21,895	44,384	2,674	186			59,859	133,723	22.6%	8.6%	26.7%	33.5%	8.5%
	Sub-total	21,895	44,384	2,674	186			59,859	133,723	22.6%	8.6%	26.7%	33.5%	8.6%
Open Space & Recreational Assets	Other open space / recreational assets	485	968	929	5,345			33,597	46,438	67.4%	12.0%	18.0%	2.5%	0.1%
	Swimming pools	—	—	—	—			—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	485	968	929	5,345			33,597	46,438	67.4%	12.0%	18.0%	2.5%	0.1%
Total – all assets		30,148	60,933	11,362	12,072			377,224	607,978	41.5%	23.5%	22.3%	10.4%	2.3%

(a) Required maintenance is an estimated percentage of gross replacement cost.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Strathfield Municipal Council | Report on infrastructure assets as at 30 June 2025

Strathfield Municipal Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	7,307	83.91%	110.15%	48.75%	> 100.00%
Depreciation, amortisation and impairment	8,708				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	30,148	7.99%	10.29%	6.69%	< 2.00%
Net carrying amount of infrastructure assets	377,270				
Asset maintenance ratio					
Actual asset maintenance	12,072	106.25%	106.79%	69.31%	> 100.00%
Required asset maintenance	11,362				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	60,933	10.02%	16.61%	12.37%	
Gross replacement cost	607,978				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

STRATHFIELD MUNICIPAL COUNCIL

ANNUAL REPORT

2024/2025



65 Homebush Road, Strathfield NSW 2135
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StrathfieldCouncil



StrathfieldMC



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StrathfieldEvents



StrathfieldTV

CCS2 AUDITED ANNUAL FINANCIAL STATEMENTS - 30 JUNE 2025

AUTHOR: Waisale Iowane, Chief Financial Officer

APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That Council:

1. Receive and note the unqualified opinion issued by the Audit Office of NSW on Council's Annual Financial Statements for the year ended 30 June 2025.
2. Adopts the Audited Annual Financial Statements for the year ended 30 June 2025 which includes the General-Purpose Financial Statements (GPFS), the Special Purpose Financial Statements for the Hudson Park Driving Range and the Special Schedule for Permissible Income for General Rates (SS).

PURPOSE OF REPORT

The purpose of the report is to present Council with the completed and audited set of Annual Financial Statements of Council for the year ended 30 June 2025 which includes the General-Purpose Financial Statements, the Special Purpose Financial Statements for the Hudson Park Driving Range and the Special Schedule for Permissible Income for General Rates ("Statements") for approval and adoption by Council.

The NSW Audit Office, as the appointed external auditor of Strathfield Municipal Council, has completed its audit of Council's Statements for the year ended 30 June 2025 and has issued an unqualified (clean) auditor's report.

In addition to the auditor's report on the general-purpose financial statements, the NSW Audit Office has also issued the following reports that are included in the Statements:

- Unqualified auditor's report on the Special Schedule for Permissible Income for General Rates; and
- Report on the Conduct of the Audit.
- Unmodified auditor's report on the Special Purpose Financial Statements (SPFS) of Declared Business Activities for the Hudson Park Driving Range.

As required by Section 418 (3) of the *Local Government Act 1993*, Council posted a public notice on its Have Your Say page on its website on 17 November 2025, stating that the November meeting will present the Audited Statements and Auditor's reports. The Audited Statements are included with this notice, published seven days before the Council meeting as required under the Act.

Under Section 420, anyone may submit written feedback on these documents within seven days after the Council meeting. As a result, submissions via the Have Your Say Page will close on Tuesday, 2 December 2025.

A copy of the Audited Annual Financial Statements is attached to this report.

REPORT

At the Ordinary Council Meeting on 28 October 2025, Council was informed that the audit of the Annual Financial Statements for 30 June 2025 was substantially complete, and it was anticipated that the NSW Audit Office would issue a clean (unqualified) auditor's report on the statements.

Accordingly, Council resolved to authorise the signing of the "Statement by Councillors and Management" for the Annual Financial Statements for the year ended 30 June 2025 dated 28 October 2025. This sign-off facilitated the completion of the Statements including the finalisation and issuance of the auditor's reports to Council, by the NSW Audit Office.

As anticipated, the NSW Audit Office, subsequently completed its audit of Councils Annual Financial Statements and has issued an unqualified (clean) auditors report dated 29 October 2025. Council Subsequently lodged the statements with the OLG on 29 October 2024.

The Financial Statements consist of five key reports: the Income Statement, Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, and Statement of Cash Flows.

The following summary outlines a high-level key financial statement line item pertaining to the Council's Financial Statements, which are consistent with those previously presented at the Council workshop on 14 October 2025 and the Council meeting held on 29 October 2025.

Summary	2025 \$000's	2024 \$000's
Income Statement		
Total income from continuing operations	73,908	73,999
Total expenses from continuing operations	58,964	48,610
Operating result from continuing operations (excluding depreciation and amortisation)	14,944	25,389
Depreciation and amortisation	10,906	9,971
Net operating result for the year	4,038	15,418
Net operating result before grants & contributions provided for capital purposes	(10,473)	(7,525)
Statement of Financial Position		
Total current assets	81,165	52,388
Total current liabilities	(37,788)	(27,306)
Total non-current assets	540,109	521,758
Total non-current liabilities	(13,476)	(7,063)
Total equity	570,010	539,777

Commentaries on Financial Results

1. Reduction in Income

The overall decrease in income is primarily due to the following:

(a) Reduction in Capital Grants and Contributions (-\$8.1m)

- Developer contributions received in 2024/25 were lower compared to 2023/24, mainly due to the dedication of eight affordable housing units valued at \$5.6 million at 7–9 Nipper Street, Homebush during the 2023/24 financial year.
- Capital grants also decreased by \$1.9 million in 2024/25.

These reductions were partially offset by:

(b) Increase in Rates and Annual Charges (+\$5.0m)

- Growth in ordinary rates by approximately \$4.1 million, driven by the rate peg increase and the approved IPART special variation.

(c) Increase in User Fees and Charges (+\$1.3m)

- Higher income from work zone parking, standing plant permits, restoration charges, and hoarding fees.
- Additional growth in other revenue categories contributed to the overall increase.

(d) Increase in Other Revenues (+\$824k)

- Mainly due to higher parking fine income.

2. Increase in Total Expenses

The increase in total expenses is attributable to the following factors:

(a) Employee Costs and Benefits (+\$4.2m)

- Salaries and wages increased by \$2.7 million, reflecting the 3.5% award increase and staffing changes during the year.
- Workers compensation insurance rose by \$1.1 million due to timing differences, with the 2023/24 Q4 payment made in 2024/25.
- Provisions for employee leave entitlements increased by \$735k following updated calculations and provisioning.

(b) Materials and Services (+\$4.3m)

- Contractor costs increased by \$1.3 million.
- Waste disposal (tipping fees) increased by \$1.2 million.
- Street and gutter cleaning costs increased by \$508k.

(c) Net Loss on Disposal of Assets (+\$1.3m)

- As Council renews existing assets before the end of their useful life, the derecognition of these assets in the Fixed Asset Register results in a recorded loss on disposal.
- The increase reflects several renewal projects capitalised during the year, particularly road assets and the replacement of nets at the Hudson Park Driving Range.

3. Increase in total assets by \$47m

The increase in total assets is primarily driven by growth in Council's Infrastructure, Property, Plant and Equipment (IPPE) portfolio, which rose by \$30.7 million. This includes a \$12.3 million increase in the value of community land following a valuation undertaken, and a further \$13.9 million uplift from indexation applied to other asset classes.

In addition, Council's cash, cash equivalents and investment balances increased by \$16.7 million as of 30 June 2025. This was mainly due to an additional \$10.3 million in developer contributions received during the year. Council also drew down new loans to forward-fund renewal projects, which will be repaid from the additional general revenue generated through the Council-approved special variation. These unspent loans remained in Council's bank account as of 30 June 2025.

4. Increase in total liabilities by \$16.9m

The increase in Council's total liabilities is primarily due to an additional loan drawn during the financial year, resulting in a net increase in borrowings of \$7.2 million.

Council's payables balance also rose by \$4.5 million compared to 2023/24, mainly reflecting higher year-end accruals of \$2.6 million due to the timing of invoice processing and payments.

In addition, there was a net increase of \$1.5 million in cash held for bonds, deposits and retentions. Council also deferred the recognition of certain unexpended grants at year end, transferring these amounts from the income statement to the balance sheet as contract liabilities, as the funds were received under enforceable funding agreements.

Summary of cash and investments

Summary of Cash and Investments	2025 \$000's	2024 \$000's	Commentary
External Restrictions	58,852	37,695	Externally restricted balances encompass funds like developer contributions, domestic waste management charges, stormwater levy and unexpended grants. These funds are earmarked for specific purposes and cannot be used for general operations.
Internal Restrictions	20,356	24,785	
Unrestricted Cash	39	64	Internally restricted balances are funds that are set aside based on Council policy or decisions for future plans, such as works programs. While these funds are not externally restricted, they are internally allocated for specific uses and cannot be utilised for general operations.
Total Cash & Investments	\$79,247	\$62,544	Unrestricted balances, on the other hand, provide liquidity for day-to-day operations and can be used as needed to support the Council's ongoing activities.

The following performance ratios, mandated by the Office of Local Government (OLG), provide additional context and insight beyond what is evident from the raw numbers presented in the primary statements.

OLG Performance Ratios	2025 \$000's	2024 \$000's	2023 \$000's	OLG Benchmark	Commentary
Operating performance ratio (%)	(12.69%)	(11.57%)	(16.23%)	> 0% (Not Met)	<p>The operating performance ratio measures how well Council contained operating expenditure within operations revenue.</p> <p>The Council's performance against this measure remains significantly below benchmark, with operating expenses consistently exceeding operating income.</p> <p>To address this on-going structural deficit, Council has implemented an Independent Pricing and Regulatory Tribunal (IPART) approved Special Rate Variation (SRV). This additional revenue from the SRV is designed to systematically correct the deficit over a four-</p>

OLG Performance Ratios	2025 \$000's	2024 \$000's	2023 \$000's	OLG Benchmark	Commentary
					year period, starting from the 2022/23 year.
Own source operating revenue ratio (%)	76.09%	65.14%	72.40%	> 60.00% (Met)	The own source operating revenue ratio measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. Council continues to exceed benchmark.
Unrestricted current ratio (times)	2.15x	5.13x	4.32x	> 1.5x (Met)	The 'unrestricted current ratio' is specific to Local Government and represents Council's ability to meet its short-term obligations as they fall due. Council continues to exceed benchmark.
Rates and annual charges outstanding percentage (%)	6.61%	6.28%	4.86%	< 5% (Not Met)	The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of debt recovery efforts. Council continues to be outside this benchmark.
Cash expense cover ratio (months)	19.40 months	17.30 months	12.77 months	> 3 Months (Met)	This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. Council continues to exceed benchmark.

Report on the Infrastructure assets as at 30 June 2025.

Infrastructure Ratios	2025 \$000's	2024 \$000's	2023 \$000's	OLG Benchmark	Commentary
Buildings & infrastructure renewals ratio	83.91%	110.15%	48.75%	> 100% (Not Met)	This indicator is important for assessing the rate of asset renewal relative to its depreciation and is calculated by dividing actual asset renewals by the depreciation expense. The benchmark is set at greater than 100% by the OLG. The indicator for 2024/25 is reported at 83.91%, down from 110.15% in the previous year. This decrease is attributed to ongoing renewal works that remain incomplete as of 30 June 2025, with these projects valued at approximately \$5.3 million scheduled for completion in the 2025/26 financial year.
Infrastructure backlog ratio	7.99%	10.29%	6.69%	< 2% (Not Met)	This is another important indicator that highlights the proportion of infrastructure renewal backlog against the total value of Council's infrastructure. The benchmark for this

Infrastructure Ratios	2025 \$000's	2024 \$000's	2023 \$000's	OLG Benchmark	Commentary
					<p>ratio is set at less than 2% by the OLG, meaning that the backlog should be a small percentage of the total infrastructure value.</p> <p>This ratio is calculated by dividing the estimated cost to bring assets to satisfactory levels by the assets' carrying values. For Council, the backlog ratio stands at 7.99% (compared to the previous year's 10.29%). The reduction in this ratio is principally attributable to improved asset conditions as at 30 June 2025, stemming from the ongoing renewal works undertaken by Council.</p>
Asset maintenance ratio	106.25%	106.79%	69.31%	> 100% (Met)	<p>This is another a key indicator that compares actual annual asset maintenance expenditure with the required amount for maintaining infrastructure assets. The benchmark for this ratio is set at greater than 100% by the OLG, indicating that councils should aim to invest more than the minimum required amount for maintenance and invest enough funds in a given year to prevent the infrastructure backlog from growing, ensuring that assets are adequately maintained.</p> <p>Council's Asset Maintenance Ratio is 106.25%, attributed to Council's commitment to maintaining its assets to an acceptable service standard.</p>
Cost to bring assets to agreed service level	10.02%	16.61%	12.37%	N/A	<p>This indicator represents the estimated costs to renew or rehabilitate existing assets that have reached their condition-based intervention point. It is calculated as a percentage of the gross replacement cost of infrastructure assets.</p> <p>It is important to note that this figure is a snapshot at the end of the financial year and excludes any planned enhancements. It is expected Council will have works outstanding to bring assets to the agreed level of service as a normal part of managing infrastructure assets on behalf of the community. This measure is calculated using the full gross replacement cost of assets in conditions 4 and 5.</p> <p>As at 30 June 2025, Council's estimated cost to bring assets to satisfactory service levels is approximately \$60.9m compared to \$97.9m in</p>

Infrastructure Ratios	2025 \$000's	2024 \$000's	2023 \$000's	OLG Benchmark	Commentary
					the previous year. This is because as Council continues to invest in its infrastructure assets, the conditions of these assets improve and therefore bring the cost to replace them down.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

- [1.](#) Strathfield Municipal Council - Audited Annual Financial Statements - 2024/25



Strathfield Municipal Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2025



Strathfield Municipal Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Strathfield Municipal Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Overview

Strathfield Municipal Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

65 Homebush Rd
Strathfield NSW 2135

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.strathfield.nsw.gov.au.

Strathfield Municipal Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 October 2025.



Benjamin Cai
Mayor
28 October 2025



Sandy Reddy
Deputy Mayor
28 October 2025



Michael Mamo
General Manager
28 October 2025



Waisale Iowane
Responsible Accounting Officer
28 October 2025

Strathfield Municipal Council | Income Statement | for the year ended 30 June 2025

Strathfield Municipal Council

Income Statement

for the year ended 30 June 2025

<i>Original unaudited budget</i>			<i>Actual</i>	<i>Actual</i>
2025	\$ '000	Notes	2025	2024
	Income from continuing operations			
40,989	Rates and annual charges	B2-1	41,903	36,920
5,057	User charges and fees	B2-2	6,565	5,290
2,696	Other revenue	B2-3	3,497	2,673
2,467	Grants and contributions provided for operating purposes	B2-4	3,163	2,850
9,483	Grants and contributions provided for capital purposes	B2-4	14,511	22,943
2,524	Interest and investment income	B2-5	3,017	2,304
1,201	Other income	B2-6	1,252	1,019
64,417	Total income from continuing operations		73,908	73,999
	Expenses from continuing operations			
26,236	Employee benefits and on-costs	B3-1	30,090	25,805
22,635	Materials and services	B3-2	24,085	19,777
518	Borrowing costs	B3-3	504	–
1,479	Other expenses	B3-5	1,346	1,354
(450)	Net loss from the disposal of assets	B4-1	2,939	1,674
	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		58,964	48,610
50,418	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		14,944	25,389
13,999				
10,506	Depreciation and amortisation	B3-4	10,906	9,971
3,493	Operating result from continuing operations		4,038	15,418
3,493	Net operating result attributable to Council		4,038	15,418
	Net operating result for the year before grants and contributions provided for capital purposes		(10,473)	(7,525)
(5,990)				

The above Income Statement should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Comprehensive Income | for the year ended 30 June 2025

Strathfield Municipal Council**Statement of Comprehensive Income**

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		4,038	15,418
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain / (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	26,195	14,893
Total items which will not be reclassified subsequent to operating result		26,195	14,893
Other comprehensive income for the year		26,195	14,893
Total comprehensive income for the year attributable to Council		30,233	30,311

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Financial Position | as at 30 June 2025

Strathfield Municipal Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	11,747	18,544
Investments	C1-2	63,500	28,000
Receivables	C1-4	5,259	5,193
Inventories	C1-5	48	73
Other assets		611	578
Total current assets		81,165	52,388
Non-current assets			
Investments	C1-2	4,000	16,000
Infrastructure, property, plant and equipment (IPPE)	C1-6	535,075	504,411
Intangible assets	C1-7	1,034	1,347
Total non-current assets		540,109	521,758
Total assets		621,274	574,146
LIABILITIES			
Current liabilities			
Payables	C3-1	21,453	16,846
Contract liabilities	C3-2	10,079	5,716
Borrowings	C3-3	1,201	548
Employee benefit provisions	C3-4	5,055	4,196
Total current liabilities		37,788	27,306
Non-current liabilities			
Borrowings	C3-3	12,989	6,452
Employee benefit provisions	C3-4	487	611
Total non-current liabilities		13,476	7,063
Total liabilities		51,264	34,369
Net assets		570,010	539,777
EQUITY			
Accumulated surplus		237,522	233,484
IPPE revaluation surplus	C4-1	332,488	306,293
Total equity		570,010	539,777
Total equity		570,010	539,777

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Changes in Equity | for the year ended 30 June 2025

Strathfield Municipal Council

Statement of Changes in Equity
for the year ended 30 June 2025

\$ '000	Notes	2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
Opening balance at 1 July		233,484	306,293	539,777	218,066	291,400	509,466
Opening balance		233,484	306,293	539,777	218,066	291,400	509,466
Net operating result for the year		4,038	–	4,038	15,418	–	15,418
Net operating result for the period		4,038	–	4,038	15,418	–	15,418
Other comprehensive income							
Gain / (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	26,195	26,195	–	14,893	14,893
Other comprehensive income		–	26,195	26,195	–	14,893	14,893
Total comprehensive income		4,038	26,195	30,233	15,418	14,893	30,311
Closing balance at 30 June		237,522	332,488	570,010	233,484	306,293	539,777

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Strathfield Municipal Council | Statement of Cash Flows | for the year ended 30 June 2025

Strathfield Municipal Council

Statement of Cash Flows

for the year ended 30 June 2025

<i>Original unaudited budget 2025</i>	<i>\$ '000</i>	Notes	<i>Actual 2025</i>	<i>Actual 2024</i>
Cash flows from operating activities				
Receipts:				
40,773	Rates and annual charges		41,522	36,224
5,057	User charges and fees		7,572	5,287
2,524	Interest received		3,333	1,486
11,949	Grants and contributions		21,985	17,242
–	Bonds, deposits and retentions received		1,450	763
4,151	Other income		7,872	6,658
Payments:				
(25,886)	Payments to employees		(29,244)	(24,951)
(21,283)	Payments for materials and services		(25,364)	(23,361)
–	Borrowing costs		(504)	–
(1,116)	Other expenses		(1,108)	(2,075)
16,169	Net cash flows from operating activities	F1-1	27,514	17,273
Cash flows from investing activities				
Receipts:				
450	Proceeds from sale of IPPE		490	577
Payments:				
–	Acquisition of term deposits		(23,500)	(1,000)
(25,373)	Payments for IPPE		(18,352)	(13,887)
–	Purchase of intangible assets		(139)	–
(24,923)	Net cash flows from investing activities		(41,501)	(14,310)
Cash flows from financing activities				
Payments:				
(1,548)	Repayment of borrowings		(660)	–
10,000	Proceeds from borrowings		7,850	7,000
8,452	Net cash flows from financing activities		7,190	7,000
(302)	Net change in cash and cash equivalents		(6,797)	9,963
72	Cash and cash equivalents at beginning of year		18,544	8,581
(230)	Cash and cash equivalents at end of year	C1-1	11,747	18,544

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Strathfield Municipal Council

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Strathfield Municipal Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 22 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not-for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain classes of infrastructure, property, plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) Fair values of infrastructure, property, plant and equipment – refer Note C1-6 and Note D2-1.
- (ii) Employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables - refer to Note C1-4
- (ii) Impairment of infrastructure, property, plant and equipment - refer Note C1-6
- (iii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Council's consolidated fund is the General Fund. The Consolidated Fund has been included in the financial statements of the Council.

Volunteer services

Council has various opportunities for volunteers to be involved in various programs. These volunteer services are not recognised in these financial statements on the basis that the service would not be purchased or provided for by Council, if it had not been donated / volunteered.

New accounting standards and interpretations issued but not yet effective

A1-1 Basis of preparation (continued)

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2025.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2025. None of these standards had a significant impact on the reported financial position and performance of Council.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B Financial Performance**B1 Functions or activities****B1-1 Functions or activities – income, expenses and assets**

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	<i>Income</i>		<i>Expenses</i>		<i>Operating result</i>		<i>Grants and contributions</i>		<i>Carrying amount of assets</i>	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
1. Connectivity	470	733	845	1,077	(375)	(344)	2,189	5,200	211,124	201,507
2. Community Wellbeing	293	331	4,757	4,305	(4,464)	(3,974)	1,351	2,220	63,156	54,146
3. Celebrating Culture and Place	219	374	1,679	1,739	(1,460)	(1,365)	767	346	–	–
4. Liveable Neighbourhoods	25,385	28,728	31,317	26,542	(5,932)	2,186	13,367	18,027	178,581	194,349
5. Responsible Leadership	47,541	43,833	31,272	24,918	16,269	18,915	–	–	168,413	124,144
Total functions and activities	73,908	73,999	69,870	58,581	4,038	15,418	17,674	25,793	621,274	574,146

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Council's Community Strategic Plan (CSP) provides long-term direction for the Strathfield Council's Local Government Area (LGA) and is Council's overarching plan in the Integrated Planning and Reporting (IPR) framework.

The CSP provides guidance for the alignment of Council's resources to meet community priorities, responds to state and regional plans and in planning and delivering services in the LGA.

Therefore, all the functions and activities of Council can be categorised under the themes listed below as per Council's CSP:

1. Connectivity

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

2. Community Wellbeing

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

3. Celebrating Culture and Place

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

4. Liveable Neighbourhoods

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

5. Responsible Leadership

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

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2025	2024
Ordinary rates		
Residential	21,792	18,876
Business	9,489	8,338
Less: pensioner rebates (mandatory)	(99)	(94)
Less: pensioner rebates (Council policy)	(114)	(103)
Less: rates levied on council properties	(47)	(88)
Rates levied to ratepayers	31,021	26,929
Pensioner rate subsidies received	94	94
Total ordinary rates	31,115	27,023
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	10,175	9,522
Stormwater management services	514	313
Section 611 charges	146	109
Less: pensioner rebates (mandatory)	(42)	(44)
Less: pensioner rebates (Council policy)	(45)	(47)
Annual charges levied	10,748	9,853
Pensioner annual charges subsidies received:		
– Domestic waste management	40	44
Total annual charges	10,788	9,897
Total rates and annual charges	41,903	36,920

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	<i>Timing</i>	2025	2024
Specific user charges			
Domestic waste management services		82	56
Waste management services (non-domestic)		61	81
Total specific user charges		143	137
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions			
Building regulation		72	–
Inspection services		7	–
Planning and building regulation		859	877
Section 10.7 certificates (EP&A Act)		147	147
Section 603 certificates		114	103
Health act		224	201
Total fees and charges – statutory/regulatory		1,423	1,328
(ii) Fees and charges – other (incl. general user charges)			
Credit card service fee		63	49
Library and art gallery		26	26
Park rents		774	681
Festivals and events		25	15
Restoration charges		428	118
Hoarding income		233	51
Hudson park golf course and driving range		1,899	1,983
Other property rentals		5	19
Parking fees		215	64
Privately funded works and anchor work permits		87	–
Road opening permits		29	19
Work zone parking and standing plant permits		1,090	622
Residential Parking Scheme		2	2
Public halls		62	144
Other		12	1
Road closure		49	31
Total fees and charges – other		4,999	3,825
Total other user charges and fees		6,422	5,153
Total user charges and fees		6,565	5,290
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time		–	–
User charges and fees recognised at a point in time		6,565	5,290
Total user charges and fees		6,565	5,290

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of provision of the service, or in some cases the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B2-3 Other revenue

\$ '000	<i>Timing</i>	2025	2024
Ex gratia rates		–	95
Fines – parking		2,994	2,004
Legal fees recovery – rates and charges (extra charges)		1	4
Legal fees recovery – other		66	24
Diesel rebate		–	1
Insurance claims recoveries		168	262
Sale of abandoned vehicles		88	42
Carbon tax rebate		17	97
Insurance incentives/rebates		74	65
Other		5	18
Other corporate income		24	4
Recycling income (non-domestic)		60	57
Total other revenue		3,497	2,673

Timing of revenue recognition for other revenue

Other revenue recognised over time	–	–
Other revenue recognised at a point in time	3,497	2,673
Total other revenue	3,497	2,673

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B2-4 Grants and contributions

\$ '000	<i>Timing</i>	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component		208	17	–	–
Financial assistance – local roads component		60	5	–	–
Payment in advance - future year allocation					
Financial assistance – general component		687	1,106	–	–
Financial assistance – local roads component		206	331	–	–
Amount recognised as income during current year		1,161	1,459	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Community centres		100	–	50	508
Employment and training programs		28	–	–	–
Environmental programs		(77)	141	–	–
Heritage and cultural		573	13	–	–
Library – per capita		196	252	–	–
Road Safety		47	57	–	–
Noxious weeds		108	–	–	–
Parks and open space		468	–	1,949	888
Festivals and events		194	334	–	–
Street lighting		142	140	–	–
Traffic route subsidy		10	–	–	–
Transport (roads to recovery)		–	–	–	196
Other transport (bridges, footpaths, cycleways)		–	–	1,984	4,305
Community services		49	–	–	–
Transport (Block Grants)		–	–	194	190
Other Council's Long Service Leave contributions		164	454	–	–
Other grants		–	–	61	55
Total special purpose grants and non-developer contributions – cash		2,002	1,391	4,238	6,142
Total special purpose grants and non-developer contributions (tied)		2,002	1,391	4,238	6,142
Total grants and non-developer contributions		3,163	2,850	4,238	6,142
Comprising:					
– Commonwealth funding		2,467	1,459	22	386
– State funding		521	936	4,186	5,756
– Other funding		175	455	30	–
		3,163	2,850	4,238	6,142

B2-4 Grants and contributions (continued)**Developer contributions**

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
	F4				
Cash contributions					
S 7.4 – contributions using planning agreements		–	–	–	681
S 7.11 – contributions towards amenities/services		–	–	8,502	9,160
S 7.12 – fixed development consent levies		–	–	1,771	1,360
Total developer contributions – cash		–	–	10,273	11,201
Non-cash contributions					
S 7.4 – contributions using planning agreements		–	–	–	5,600
Total developer contributions non-cash		–	–	–	5,600
Total developer contributions		–	–	10,273	16,801
Total contributions		–	–	10,273	16,801
Total grants and contributions		3,163	2,850	14,511	22,943
Timing of revenue recognition					
Grants and contributions recognised over time		100	–	3,889	6,362
Grants and contributions recognised at a point in time		3,063	2,850	10,622	16,581
Total grants and contributions		3,163	2,850	14,511	22,943

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants and contributions				
Unspent funds at 1 July	144	327	5,258	8,027
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	(24)	144	7,229	5,258
Add: Funds received and not recognised as revenue in the current year	787	—	—	—
Less: Funds received in prior year but revenue recognised and funds spent in current year	(143)	(327)	(2,773)	(8,027)
Unspent funds at 30 June	764	144	9,714	5,258
Contributions				
Unspent funds at 1 July	—	—	28,418	16,996
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	—	—	11,582	11,614
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	—	—	(1,473)	(192)
Unspent contributions at 30 June	—	—	38,527	28,418

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include completion of milestone reports. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point-in-time or over-time and this is reflected in the revenue recognition pattern. Point-in-time recognition occurs when the beneficiary obtains control of the goods / services at a single time such as the completion of a project or when a report / outcome is provided, whereas over-time recognition is where the control of the services is ongoing throughout the project.

Where control is transferred over-time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to sufficiently identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of progress towards the completion of the construction project.

For acquisitions of assets (i.e. purchases), the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

B2-4 Grants and contributions (continued)

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised, then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2025	2024
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	231	150
– Cash and investments	2,786	2,154
Total interest and investment income	3,017	2,304

Material accounting policy information

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

\$ '000	2025	2024
Rental income		
Other lease income		
Room/Facility Hire	1,035	877
Leaseback fees - council vehicles	154	142
Other	63	–
Total other lease income	1,252	1,019
Total other income	1,252	1,019

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	20,437	17,769
Employee termination costs (where material – other than vested leave paid)	148	613
Travel expenses	4	–
Employee leave entitlements (ELE)	4,634	3,754
Superannuation	2,623	2,232
Workers' compensation insurance	2,242	1,167
Fringe benefit tax (FBT)	149	163
Training costs (other than salaries and wages)	411	280
Recruitment costs	132	107
Other	120	147
Total employee costs	30,900	26,232
Less: Capitalised employee costs	(810)	(427)
Total employee costs expensed	30,090	25,805

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

Capitalised employee costs

Employee costs that are directly attributable to the construction or acquisition of items of Infrastructure, Property Plant and Equipment (IPPE) are capitalised to the cost of the respective items of IPPE in accordance with AASB 16.

B3-2 Materials and services

\$ '000	Notes	2025	2024
Raw materials and consumables		3,104	2,959
Contractor costs		7,697	6,872
Street and gutter cleaning		1,284	776
Audit Fees	E2-1	413	315
Infringement notice contract costs (SEINS)		565	174
Councillor and Mayoral fees and associated expenses	E1-2	288	255
Advertising		100	88
Bank charges		89	81
Cleaning		461	368
Election expenses		290	—
Electricity, heating and water		562	304
Insurance		1,101	1,043
Office expenses (including computer expenses)		398	145
Postage		173	81
Printing and stationery		72	75
Street lighting		550	453
Subscriptions, memberships and publications		578	393
Telephone and communications		526	405
Valuation fees		53	51
Other expenses		38	141
Security		47	101
Waste disposal – tipping fees		5,111	3,862
Legal expenses:			
– Legal expenses: planning and development		494	669
– Legal expenses: debt recovery		20	68
– Legal expenses: other		48	87
Expenses from short-term leases		3	3
Other		20	8
Total materials and services		24,085	19,777
Total materials and services		24,085	19,777

Material accounting policy information

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	2025	2024
Interest on loans	504	—
Total interest bearing liability costs	504	—
Total interest bearing liability costs expensed	504	—

Material accounting policy information

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset during the period of time required to complete and prepare the asset for its intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred.

During the financial year ended 30 June 2025, Council obtained new borrowings of \$5.85 million on 3 January 2025 and \$2.00 million on 18 June 2025. Borrowing costs associated with these loans were accounted for in accordance with the above policy.

In the prior year, Council borrowed \$7.00 million on 28 June 2024. No borrowing costs were capitalised or recognised as an expense in the 2023–24 financial year in respect of this borrowing.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation	C1-8, C1-7		
Plant and equipment		1,162	1,168
Office equipment		479	534
Other assets:			
– Library books		105	118
Infrastructure:			
– Buildings and other structures		1,677	1,227
– Roads		2,837	2,619
– Bridges		93	91
– Footpaths		666	534
– Other road assets		496	–
– Stormwater drainage		887	931
– Car parks		79	73
– Other open space/recreational assets		1,973	2,153
Intangible assets		452	523
Total gross depreciation and amortisation costs		10,906	9,971
Total depreciation, amortisation and impairment for non-financial assets		10,906	9,971

Material accounting policy information**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

B3-5 Other expenses

\$ '000	2025	2024
Impairment of receivables		
Other	(6)	(55)
Total impairment of receivables	(6)	(55)
Other		
Contributions/levies to other levels of government		
– Department of planning levy	107	103
– Emergency services levy (includes FRNSW, SES, and RFS levies)	165	221
– NSW fire brigade levy	994	1,015
Donations, contributions and assistance to other organisations (Section 356)	86	70
Total other	1,352	1,409
Total other expenses	1,346	1,354

Material accounting policy information

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2025	2024
Gain (or loss) on disposal of plant and equipment	C1-6		
Proceeds from disposal – plant and equipment		490	577
Less: carrying amount of plant and equipment assets sold/written off		(185)	(165)
Gain (or loss) on disposal		305	412
Gain (or loss) on disposal of infrastructure	C1-6		
Less: carrying amount of bridge assets sold/written off		–	(15)
Less: carrying amount of road assets written off ^a		(1,077)	(700)
Less: carrying amount of other roads sold/written off		(252)	–
Less: carrying amount of footpath assets written off ^b		(399)	(858)
Less: carrying amount of building assets sold/written off		(2)	(429)
Less: carrying amount of open space assets sold/written off ^c		(1,503)	(21)
Less: carrying value of car park assets sold/written off		(1)	(63)
Less: carrying amount of stormwater assets write off		(10)	–
Gain (or loss) on disposal		(3,244)	(2,086)
Net gain (or loss) from disposal of assets ⁴		(2,939)	(1,674)

Material accounting policy information

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

(4) Net losses from disposal of assets relate to plant and equipment, roads (surface and base) and footpath assets replaced as part of the capital program.

(a) This includes road surface, road base and kerbs & gutters that were replaced through capital works undertaken during the financial year. The carrying amounts stated is replaced by the new asset value in Council's asset register. The works included Section 7.11, Local Area Traffic Management (LATM), kerbs and gutters replacement program, RMS block grant and stimulus funding. Council budgeted \$0.45 million in disposal of road asset.

(b) This includes footpaths that were replaced through capital works undertaken during the financial year. The carrying amounts stated is replaced by the new asset value in Council's asset register. There was no budget for this.

(c) During the year, Council recognised the partial disposal of assets within the Open Space asset class. This included the partial disposal of the Hudson Park Driving Range Synthetic Turf, together with other minor assets within this classification.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 25 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Revenues				
Rates and annual charges	40,989	41,903	914	2% F
User charges and fees	5,057	6,565	1,508	30% F
At the start of each financial year, Council establishes its fees and charges as part of the annual budget process. These fees, together with the annual revenue forecast, are informed by a range of factors, including historical performance, market trends, economic conditions, and Council decisions. Unlike rates and charges, which are largely determined by property values and fixed rates in the dollar, user fees and charges are more sensitive to fluctuations in service demand, regulatory changes, and broader external influences. As a result, actual revenue collected can vary from the original forecasts. In 2024/2025, Council achieved a favourable uplift in user fees and charges, primarily driven by heightened construction activity across the local area. This activity led to increased revenue from work zone parking and standing plant permits than originally anticipated.				
Other revenue	2,696	3,497	801	30% F
Other revenue includes items such as fines and infringements, cost recoveries, and miscellaneous income. More than 80% of this category is derived from fines and infringements, which arise from penalties issued for breaches of local regulations, traffic offences, and similar violations. The level of fine revenue depends on both the degree of non-compliance within the community and the level of monitoring and enforcement undertaken by Council. The increase in other revenue for the year was primarily driven by higher income from parking fines.				
Operating grants and contributions	2,467	3,163	696	28% F
Operating grants mainly comprise the Financial Assistance Grant and other State and Federal funding. These are difficult to predict as they depend on government priorities, budget allocations, and the timing of program announcements, many of which are not confirmed until partway through the year. Council therefore takes a conservative approach, only budgeting for grants it knows it will receive and incorporating others through quarterly reviews once confirmed. The variation between budget and actuals reflects lower-than-expected Financial Assistance Grants, offset by additional operational grants secured during the year.				
Capital grants and contributions	9,483	14,511	5,028	53% F
Capital grants and contributions, covering infrastructure projects, community facilities, and developer contributions, are inherently difficult to forecast for Council. Many funding programs are not announced at the time budgets are prepared, and allocations can shift with changing government priorities and timing of approvals. Developer contributions add further complexity, as income depends on the pace and completion of development activity, which is outside Council's control. As a result, actual capital income often varies from forecasts, with the latest variation driven by developer contributions coming in around \$5 million higher than originally budgeted.				
Interest and investment revenue	2,524	3,017	493	20% F
Interest income represents the revenue Council earns from investing surplus cash, primarily through term deposits. These investments are designed to maximise returns on available funds and provide an additional income stream for the community. In 2024/2025, Council's interest income was significantly higher than forecast, largely due to the Reserve Bank of Australia (RBA) maintaining higher-than-expected interest rates, which boosted returns on investments. In addition, Council held higher cash balances than projected, as capital projects progressed more slowly than anticipated, leading to lower cash outflows. When Council holds more cash than budgeted, it can increase the volume of funds placed into investments, further amplifying the overall interest income beyond original forecasts.				

B5-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Other income	1,201	1,252	51	4% F

Expenses

Employee benefits and on-costs	26,236	30,090	(3,854)	(15)%	U
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Employee benefits and on-costs include wages, salaries, superannuation, workers compensation insurance, and other employee-related expenses. As the budget is prepared more than 10 months before adoption, it is based on staffing levels and cost information available at that time. Variations arise when actual costs differ from these early assumptions. In this case, the material difference reflects an underestimation of workers compensation insurance by \$635k, offset by a higher-than-expected recovery of employee costs from capital projects of around \$1.5m. In local government, these recoveries occur when staff time is allocated to deliver capital projects, with a portion of wages charged directly to those projects. This recovery is recorded as a negative expense in employee costs, reducing the overall wages and salaries reported in the operating budget.

Materials and services	22,635	24,085	(1,450)	(6)%	U
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Borrowing costs	518	504	14	3%	F
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Borrowing costs relate to interest repayments on loans drawn down either in 2024/2025 or in prior years. The actual costs were lower than budgeted because the original budget assumed an earlier drawdown of new borrowings, which would have resulted in higher interest expenses across the year. In practice, Council deferred the drawdown to a later date than anticipated, reducing the period over which interest was incurred and delivering a favourable variance against budget.

Depreciation, amortisation and impairment of non-financial assets	10,506	10,906	(400)	(4)%	U
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Other expenses	1,479	1,346	133	9%	F
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Net losses from disposal of assets	(450)	2,939	(3,389)	753%	U
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Council adopts a conservative approach to budgeting by not anticipating substantial gains or losses from asset disposals, instead recognising them through quarterly budget reviews once realised. This avoids overstating revenue or understating expenses in the adopted budget. Variations arise as Council renews and upgrades infrastructure, requiring the written-down value of replaced assets to be removed from the asset register before capitalising the new assets. Predicting these net gains or losses is inherently difficult in local government, as values can only be confirmed once projects are completed and capitalised, and the scale and timing of disposals are often influenced by factors outside of budget preparation.

Statement of cash flows

Cash flows from operating activities	16,169	27,514	11,345	70%	F
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The material increase in cash received from operating activities is primarily due to higher-than-anticipated capital grants and contributions received during the year. Although Council makes every effort to budget for developer contributions and grants, the timing and value of this income are largely beyond its control, making it inherently difficult to forecast. In 2024/2025, several major developments progressed to the stage of receiving Occupation Certificates (OC), which triggered the payment of significant developer contributions. These funds play a critical role in supporting essential community infrastructure such as roads, parks, and utilities.

Cash flows from investing activities	(24,923)	(41,501)	(16,578)	67%	U
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Council budgets its investments on the basis that all term deposits maturing during the year will be reinvested. During the year, however, Council increased its investment holdings to take advantage of higher interest rates offered by financial institutions. This was made possible by higher-than-expected cash balances, largely due to delays in capital projects which reduced cash outflows. As a result, additional short-term investments were placed to maximise returns on surplus funds.

Cash flows from financing activities	8,452	7,190	(1,262)	(15)%	U
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Cash flows from financing activities are lower than budget because council deferred borrowing funds until later in the year reducing interest repayments and only partially taking up their allocated loan borrowing programme for the financial year.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C Financial position**C1 Assets we manage****C1-1 Cash and cash equivalents**

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	4,070	8,126
Deposits at call	7,677	10,418
Total cash and cash equivalents	11,747	18,544

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	11,747	18,544
Balance as per the Statement of Cash Flows	11,747	18,544

Material accounting policy information

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Term deposits	63,500	4,000	28,000	16,000
Total	63,500	4,000	28,000	16,000
Total financial investments	63,500	4,000	28,000	16,000
Total cash assets, cash equivalents and investments	75,247	4,000	46,544	16,000

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

C1-2 Financial investments (continued)

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	79,247	62,544
Less: Externally restricted cash, cash equivalents and investments	(58,852)	(38,383)
Cash, cash equivalents and investments not subject to external restrictions	20,395	24,161
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	6,094	–
Specific purpose unexpended grants - general fund	9,714	5,402
External restrictions – included in liabilities	15,808	5,402
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	38,527	28,418
Stormwater management	1,083	589
Domestic waste management	1,982	3,286
Specific purpose unexpended grants - general fund	764	–
Planning agreements	688	688
External restrictions – other	43,044	32,981
Total external restrictions	58,852	38,383

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2025	2024
(b) Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	375	2,230
Employees leave entitlement	1,100	1,200
Carry over works	2,077	3,426
Deposits, retentions and bonds	12,347	12,347
Adshel (bus shelters)	270	270
Council elections	48	350
Future major expenditure	2,082	2,082
Hudson Park Golf Driving Range	195	195
Risk and Legal	700	400
Technology	103	140
Contributions towards works	20	20
Financial Assistance Grant - paid in advance	892	1,437
Business Improvement and Innovation	20	–
Planning Proposals	127	–
Total internal allocations	20,356	24,097

Internal allocations

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	2,672	–	2,229	–
Interest and extra charges	276	–	206	–
User charges and fees	576	–	322	–
Accrued revenues:				
– Interest on investments	755	–	1,141	–
– Other income accruals	468	–	525	–
Net GST receivable	508	–	847	–
Other debtors	29	–	2	–
Total	5,284	–	5,272	–
Less: provision for impairment				
User charges and fees	(25)	–	(79)	–
Total provision for impairment – receivables	(25)	–	(79)	–
Total net receivables	5,259	–	5,193	–

\$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	79	133
– amounts already provided for and written off this year	(54)	(54)
Balance at the end of the year	25	79

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates receivables, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates receivables, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held); or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

C1-4 Receivables (continued)

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
(i) Inventories at cost				
Stores and materials	48	–	73	–
Total inventories at cost	48	–	73	–
Total inventories	48	–	73	–

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period								At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	WIP expensed	Transfers to intangible assets	Revaluation increments / (decrements) to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	4,295	–	4,295	5,253	32	–	–	(3,334)	(50)	(138)	–	6,059	–	6,059
Plant and equipment	10,819	(7,140)	3,679	2,313	–	(185)	(1,162)	–	–	–	–	11,589	(6,945)	4,644
Office equipment	5,350	(3,292)	2,058	–	62	–	(479)	–	–	–	–	5,412	(3,771)	1,641
Land:														
– Operational land	77,592	–	77,592	–	–	–	–	–	–	–	12,288	89,879	–	89,879
– Community land	49,503	–	49,503	–	787	–	–	138	–	–	4,034	54,462	–	54,462
Land improvements – non-depreciable	841	–	841	–	–	–	–	–	–	–	26	867	–	867
Infrastructure:														
– Buildings and other structures	90,791	(23,740)	67,051	8	–	(2)	(1,677)	–	–	–	1,994	93,564	(26,189)	67,375
– Roads	192,076	(85,188)	106,888	907	13	(1,077)	(2,837)	3,196	–	–	2,805	198,238	(88,341)	109,897
– Bridges	11,106	(3,190)	7,916	–	410	–	(93)	–	–	–	205	11,808	(3,369)	8,439
– Footpaths	45,684	(16,936)	28,748	4,157	142	(399)	(666)	–	–	–	755	50,355	(17,618)	32,737
– Other road assets	25,251	(6,114)	19,137	106	482	(252)	(496)	–	–	–	483	26,151	(6,691)	19,460
– Bulk earthworks (non-depreciable)	38,830	–	38,830	–	–	–	–	–	–	–	1,017	39,847	–	39,847
– Stormwater drainage	129,696	(71,104)	58,592	74	576	(10)	(887)	–	–	–	1,512	133,723	(73,864)	59,859
– Car parks	7,654	(1,716)	5,938	1	–	(1)	(79)	–	–	–	153	7,854	(1,841)	6,013
– Other open space / recreational assets	43,694	(10,659)	33,035	2,054	1,061	(1,503)	(1,973)	–	–	–	923	46,438	(12,841)	33,597
Other assets:														
– Library books	2,362	(2,054)	308	–	96	–	(105)	–	–	–	–	2,458	(2,159)	299
Total infrastructure, property, plant and equipment	735,544	(231,133)	504,411	14,873	3,661	(3,429)	(10,454)	–	(50)	(138)	26,195	778,704	(243,629)	535,075

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period							At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers (WIP to Exp)	Revaluation increments / (decrements) to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	9,563	–	9,563	3,372	–	–	–	(8,107)	(531)	–	4,295	–	4,295
Plant and equipment	10,184	(6,846)	3,338	1,674	–	(165)	(1,168)	–	–	–	10,819	(7,140)	3,679
Office equipment	6,697	(4,458)	2,239	–	354	–	(534)	–	–	–	5,350	(3,292)	2,058
Land:													
– Operational land	77,592	–	77,592	–	–	–	–	–	–	–	77,592	–	77,592
– Community land	49,503	–	49,503	–	–	–	–	–	–	–	49,503	–	49,503
Land improvements – non-depreciable	–	–	–	–	42	–	–	799	–	–	841	–	841
Infrastructure:													
– Buildings and other structures	76,418	(22,346)	54,072	680	5,600	(429)	(1,227)	1,911	–	6,445	90,791	(23,740)	67,051
– Roads	196,494	(83,160)	113,334	3,797	110	(700)	(2,619)	–	–	12,102	192,076	(85,188)	106,888
– Bridges	9,458	(3,483)	5,975	268	122	(15)	(91)	1,943	–	(287)	11,106	(3,190)	7,916
– Footpaths	41,263	(16,433)	24,830	3,455	–	(858)	(534)	–	–	1,856	45,684	(16,936)	28,748
– Other road assets (including bulk earthworks)	–	–	–	–	–	–	–	–	–	–	25,251	(6,114)	19,137
– Bulk earthworks (non-depreciable)	36,841	–	36,841	–	–	–	–	–	–	1,989	38,830	–	38,830
– Stormwater drainage	93,143	(37,503)	55,640	–	37	–	(931)	–	–	3,847	129,696	(71,104)	58,592
– Car parks	7,203	(1,621)	5,582	188	–	(63)	(73)	–	–	304	7,654	(1,716)	5,938
– Other open space / recreational assets	60,911	(18,026)	42,885	14	218	(21)	(2,153)	3,454	–	(11,363)	43,694	(10,659)	33,035
Other assets:													
– Library books	2,272	(1,936)	336	90	–	–	(118)	–	–	–	2,362	(2,054)	308
Total infrastructure, property, plant and equipment	677,542	(195,812)	481,730	13,538	6,483	(2,251)	(9,448)	–	(531)	14,893	735,544	(231,133)	504,411

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Class of IPPE	Useful Lives
Plant and equipment (inc. office equipment)	5 - 20 years
Buildings and other structures	20 - 150 years
Roads, bridges and footpaths	20 - 155 years
Stormwater drainage	100 - 150 years
Car parks	35 - 100 years and infinite base
Other open space / recreational assets	10 - 100 years
Library books	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every five (5) years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy. Council does not have any land under road that were acquired after 1 July 2008.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council categorised within community land. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-7 Intangible assets

Intangible assets are as follows:

\$ '000	2025	2024
Software		
Opening values at 1 July		
Gross book value	3,609	3,609
Accumulated amortisation	(2,262)	(1,739)
Net book value – opening balance	1,347	1,870
Movements for the year		
Other movements	139	–
Amortisation charges	(452)	(523)
Closing values at 30 June		
Gross book value	3,748	3,609
Accumulated amortisation	(2,714)	(2,262)
Total software – net book value	1,034	1,347
Total intangible assets – net book value	1,034	1,347

Material accounting policy information

IT development and software

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

C2 Leasing activities

C2-1 Council as a lessee

Leases at significantly below market value – concessionary / peppercorn leases

Council has one lease at significantly below market value for use within Council's Library.

The leases of these types are generally for terms between 2 and 10 years and require payments of nominal amounts not exceeding \$1,000 per annum.

The use of the right-of-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

None of the leases in place are individually material from a Statement of Financial Position or Performance perspective.

C2-2 Council as a lessor

\$ '000	2025	2024
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Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	1,026	1,030
1–2 years	969	680
2–3 years	1,062	552
3–4 years	635	482
4–5 years	830	435
> 5 years	2,883	2,828
Total undiscounted lease payments to be received ^a	7,405	6,007

(a) These leases relate to council owned properties that are leased to external parties and community groups.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Payables				
Goods and services – operating expenditure	1,682	–	1,623	–
Accrued expenses:				
– Salaries and wages	903	–	513	–
– Other expenditure accruals	3,161	–	478	–
Security bonds, deposits and retentions	15,169	–	13,719	–
Prepaid rates	423	–	361	–
Other	115	–	152	–
Total payables	21,453	–	16,846	–
Total payables	21,453	–	16,846	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	13,033	13,719
Total payables	13,033	13,719

Material accounting policy information

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

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C3-2 Contract Liabilities

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:				
Unexpended grants (received prior to performance obligation being satisfied) ¹	9,714	–	5,403	–
Total grants received in advance	9,714	–	5,403	–
User fees and charges received in advance:				
Other ²	365	–	313	–
Total user fees and charges received in advance	365	–	313	–
Total contract liabilities	10,079	–	5,716	–

(1) Council receives funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months. The contract liability relates to grants received prior to the revenue recognition criteria being satisfied since the performance obligations are ongoing.

(2) This includes fees received in advance for development applications that were not determined as at balance date.

Material accounting policy information

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured ¹	1,201	12,989	548	6,452
Total borrowings	1,201	12,989	548	6,452

(1) Loans are secured against Council's general rates revenue. The loan agreements contain financial covenants which Council must report on annually. These covenants include the Debt Service Cover Ratio, Interest Cover Ratio, and Unrestricted Cash Expense Ratio. Further information regarding liability interest rate risk exposures, fair value disclosures, and security arrangements is provided in Note D1-1(b).

Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

(a) Changes in liabilities arising from financing activities

\$ '000	2024		Non-cash movements				2025
	<i>Opening Balance</i>	<i>Cash flows</i>	<i>Acquisition</i>	<i>Fair value changes</i>	<i>Acquisition due to change in accounting policy</i>	<i>Other non-cash movement</i>	<i>Closing balance</i>
Loans – secured	7,000	7,190	–	–	–	–	14,190
Total liabilities from financing activities	7,000	7,190	–	–	–	–	14,190

(b) Financing arrangements

\$ '000	2025	2024
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C3-3 Borrowings (continued)

\$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	70	70
Total financing arrangements	70	70
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	51	61
Total undrawn financing arrangements	51	61

C3-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	1,472	–	1,523	–
Sick leave	19	–	15	–
Long service leave	2,802	419	2,241	560
Employee Leave Entitlements on-costs	762	68	417	51
Total employee benefit provisions	5,055	487	4,196	611

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	2,802	2,204
	2,802	2,204

Material accounting policy information

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C4 Reserves

C4-1 Nature and purpose of reserves

Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including credit risk, liquidity risk and interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

(a) Credit risk

Council's major receivables comprise rates, annual charges, and user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through certain incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable financial institutions with high quality external credit ratings.

There are no significant concentrations of credit risk to Council due to the nature of Council operations.

The level of outstanding receivables is reported to Council periodically and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

D1-1 Risks relating to financial instruments held (continued)**Credit risk profile****Receivables – rates and annual charges**

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges		Total
		< 5 years	≥ 5 years	
2025				
Gross carrying amount	930	1,742	–	2,672
2024				
Gross carrying amount	623	1,606	–	2,229

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	2,274	97	(5)	19	227	2,612
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	87.50%	7.60%
ECL provision	–	–	–	–	199	199
2024						
Gross carrying amount	2,947	14	2	3	77	3,043
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	87.50%	2.21%
ECL provision	–	–	–	–	67	67

D1-1 Risks relating to financial instruments held (continued)

(b) Liquidity risk

Payables are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2025							
Payables (excluding prepaid rates)	0.00%	—	21,030	—	—	21,030	21,030
Borrowings	5.23%	—	1,201	7,025	5,964	14,190	14,190
Total financial liabilities		—	22,231	7,025	5,964	35,220	35,220
2024							
Payables (excluding prepaid rates)	0.00%	—	16,485	—	—	16,485	16,485
Borrowings	5.24%	—	548	2,499	3,953	7,000	7,000
Total financial liabilities		—	17,033	2,499	3,953	23,485	23,485

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024
Recurring fair value measurements							
Infrastructure, property, plant and equipment	C1-6						
Plant & equipment		–	–	4,644	3,679	4,644	3,679
Office equipment		–	–	1,641	2,058	1,641	2,058
Operational land		89,879	77,592	–	–	89,879	77,592
Community land		–	–	54,462	49,503	54,462	49,503
Land improvements (non-depreciable)		–	–	867	841	867	841
Buildings		5,637	5,600	61,738	61,451	67,375	67,051
Roads		–	–	129,357	126,025	129,357	126,025
Bridges		–	–	8,439	7,916	8,439	7,916
Footpaths		–	–	32,737	28,748	32,737	28,748
Bulk earthworks (non-depreciable)		–	–	39,847	38,830	39,847	38,830
Stormwater drainage		–	–	59,859	58,592	59,859	58,592
Car parks		–	–	6,013	5,938	6,013	5,938
Other open space / recreational assets		–	–	33,597	33,035	33,597	33,035
Library books		–	–	299	308	299	308
Total infrastructure, property, plant and equipment		95,516	83,192	433,500	416,924	529,016	500,116

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment and Office Equipment

The purchase cost of Plant & Equipment and Office Equipment are taken as their fair value. There has been no change to the valuation techniques during the reporting period.

Operational Land

A comprehensive valuation of Council's operational land was undertaken at 30 June 2025 by an external valuer.

D2-1 Fair value measurement (continued)

Operational land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price.

There has been no change to the valuation techniques during the reporting period.

Community Land

Council's community land was valued based on the Land Value (LV) provided by Valuer-General valuation.

Where the Valuer-General did not provide LV an average unit rate based on the LV for similar community land was used, having regard to the highest and best use for the land.

Land Under Roads

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Buildings

Council's buildings were valued utilising the current replacement cost approach by an external valuer at 30 June 2024.

The approach estimated the replacement cost of each building and componentising of significant parts with different useful lives and taking into account a range of factors. The unit rates could be supported by market evidence and other inputs (such as estimates of residual value, useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value.

As such, these assets have been valued using Level 2 and 3 inputs. There has been no change to the valuation techniques during the reporting period. However a further followup assessment of the asset class was performed at 30 June 2025.

Roads, Bridges, Footpaths

A full external revaluation of Council's transport assets (including roads, bridges, footpaths) were undertaken by an external valuers as at 30 June 2023. An independent firm was engaged to undertake condition assessments prior to the valuation date.

Roads include carriageway, roadside shoulders, kerbs and gutters, and roadside assets such as bus shelters, round-a-bouts, signs and street furniture. The cost approach using level 3 inputs was used to value this asset class. As no market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation methodology during the reporting period, however a further followup assessment of the asset class was performed at 30 June 2025.

Stormwater Drainage

Assets within this class comprise pits, pipes, open channels, headwalls and other water quality devices. The "cost approach" estimates the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres or certain diameter pipes and prices per pit or similar could be supported from extensive professional judgement and market evidence.

A revaluation was undertaken as at 30 June 2024 by an external valuer, however a further followup assessment of the asset class was performed at 30 June 2025.

Car Parks

Car parks include surface area and pavement, kerbs and gutters, layback and landscaping. The cost approach using level 3 inputs was used to value this asset class. An external revaluation was undertaken as at 30 June 2023, however a further followup assessment of the asset class was performed at 30 June 2025.

Other Open Space and Recreational Assets

Assets within this class have been valued by an external valuer at fair value comprising of regional sporting and recreational facilities and playgrounds, park furniture, amenities and fittings (picnic tables, shelters, seats, bollards, fences, BBQ's, etc).

Extensive professional judgement has been required to determine the final fair value of assets. Valuation of Council's other open space and recreational assets was undertaken as at 30 June 2024 by an external valuer, however a further followup assessment of the asset class was performed at 30 June 2025.

Library Books

Library Books are valued at cost. The carrying amounts of these assets are assumed to approximate fair value due to the nature of the items. There has been no change to the valuation process during the reporting period.

Fair value measurements using significant unobservable inputs (level 3)

D2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

\$ '000	2025	2024
Opening balance	416,924	394,575
Total gains or (losses) for the period - Revaluation surplus / (decrement)	13,876	15,722
Other movements		
Additions (Purchases) (GBV)	13,249	11,017
Disposals (WDV)	(3,429)	(2,251)
Depreciation and impairment	(10,454)	(9,447)
Other movement - Transfers from WIP	3,334	7,308
Closing balance	433,500	416,924

Highest and best use

All of Council's non-financial assets, except community land, are considered as being utilised for their highest and best use.

Community land is being utilised in a manner that differs from its highest and best use due to standing legal restrictions on the permissible usage of the land based on the Local Government Act 1993.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such we do not believe that there is sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

As a result we believe that each sponsoring employer should account for the sub-group under paragraph 34 of the Standard and in particular the additional disclosure requirements set out in paragraph 148.

(a) a description of the funding arrangements, including the method used to determine the entity's rate of contributions and any minimum funding requirements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

** For 180 Point Members, Employers are required to contribute 9.5% of salaries from 1 July 2025 to these members' accumulation accounts, in line with current level of Superannuation Guarantee contributions which are paid in addition to members' defined benefits.*

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

(b) a description of the extent to which the entity can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan:

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) a description of any agreed allocation of a deficit or surplus on:

D3-1 Contingencies (continued)

(i) wind-up of the plan

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

(ii) the entity's withdrawal from the plan

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

d) Given the entity accounts for that plan as if it were a defined contribution plan in accordance with paragraph 34, the following information:

(i) the fact that the plan is a defined benefit plan.

We confirm the plan is a defined benefit plan.

(ii) the reason why sufficient information is not available to enable the entity to account for the plan as a defined benefit plan.

See earlier section on "AASB119 accounting observations".

(iii) the expected contributions to the plan for the next annual reporting period

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2024 was \$124,827.21. The last formal valuation of the Fund was undertaken by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2024.

(iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Defined Benefit Reserves Only*	\$ Millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities

The key economic assumptions used to calculate the present value of accrued benefits are:

Investment Return	6.0% per annum
Salary Inflation	3.5% per annum
Increase in CPI	2.5% per annum thereafter

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

(v) an indication of the level of participation of the entity in the plan compared with other participating entities.

An employer's share of any funding surplus or deficit that can be attributed to each organisation provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group. Given the funding position of the Fund as at 30 June 2024, it was recommended that these past service contributions cease effective 1 January 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

D3-1 Contingencies (continued)

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2025	2024
Compensation:		
Short-term benefits	1,373	1,157
Post-employment benefits	106	109
Other long-term benefits	29	36
Total	1,508	1,302

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed. There are no other transactions between the Council and the KMP's and their related parties.

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	48	53
Councillors' fees	159	164
Other Councillors' expenses (including Mayor)	81	38
Total	288	255

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

E2 Other relationships**E2-1 Audit fees**

\$ '000	2025	2024
----------------	-------------	-------------

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:**(i) Audit services**

Audit of financial statements

	150	140
--	------------	-----

Remuneration for audit services	150	140
--	------------	------------

Total Auditor-General remuneration	150	140
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Non NSW Auditor-General audit firms:**(i) Audit and other assurance services**

Internal audit

	263	175
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Remuneration for audit and other assurance services	263	175
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Total remuneration of non NSW Auditor-General audit firms	263	175
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Total audit fees	413	315
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F Other matters

F1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	2025	2024
Net operating result from Income Statement	4,038	15,418
Add / (less) non-cash items:		
Depreciation and amortisation	10,906	9,971
(Gain) / loss on disposal of assets	2,939	1,674
Non-cash capital grants and contributions	–	(5,600)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(12)	(1,907)
Increase / (decrease) in provision for impairment of receivables	(54)	(54)
(Increase) / decrease of inventories	25	(8)
(Increase) / decrease of other current assets	(33)	(188)
Increase / (decrease) in payables	4,607	419
Increase / (decrease) in contract liabilities	4,363	(3,016)
Increase / (decrease) in employee benefit provision	735	564
Net cash flows from operating activities	27,514	17,273

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Road infrastructure	3,750	3,798
Buildings	157	219
Plant and equipment	3,316	813
Other community infrastructure	807	203
Other	390	63
Total commitments	8,420	5,096
These expenditures are payable as follows:		
Within the next year	8,420	5,096
Total payable	8,420	5,096

Details of capital commitments

Capital commitments represent the committed but unspent component of capital projects that are currently in progress.

F3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

F4 Statement of developer contributions

F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Parking	434	–	–	–	15	–	–	449	–
Community facilities	570	972	–	–	55	–	–	1,597	–
Roads and traffic facilities	1,020	382	–	–	35	(416)	–	1,021	–
Major open space	6,569	4,682	–	–	395	(16)	–	11,630	–
Local open space	7,978	2,365	–	–	361	(86)	–	10,618	–
Administration	358	100	–	–	14	(47)	–	425	–
S7.11 contributions – under a plan	16,929	8,501	–	–	875	(565)	–	25,740	–
S7.12 levies – under a plan	10,563	1,771	–	–	402	(908)	–	11,828	–
Total S7.11 and S7.12 revenue under plans	27,492	10,272	–	–	1,277	(1,473)	–	37,568	–
S7.11 not under plans	926	–	–	–	33	–	–	959	–
Total contributions	28,418	10,272	–	–	1,310	(1,473)	–	38,527	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Strathfield Municipal Council | Notes to the Financial Statements 30 June 2025

F4-2 Developer contributions by plan

	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash Land	Non-cash Other					
S7.11 contributions – under a plan									
CONTRIBUTION PLAN 2010 – DIRECT									
Community facilities	570	972	–	–	55	–	–	1,597	–
Administration	358	100	–	–	14	(47)	–	425	–
Roads and traffic facilities	1,020	382	–	–	35	(416)	–	1,021	–
Major open space	6,569	4,682	–	–	395	(16)	–	11,630	–
Local open space	7,978	2,365	–	–	361	(86)	–	10,618	–
Total	16,495	8,501	–	–	860	(565)	–	25,291	–
CONTRIBUTION PLAN 1993									
Parking	434	–	–	–	15	–	–	449	–
Total	434	–	–	–	15	–	–	449	–

S7.12 Levies – under a plan

INDIRECT DEVELOPMENT CONTRIBUTIONS PLAN – 2010

General levy	10,563	1,771	-	-	402	(908)	-	11,828	-
Total	10,563	1,771	-	-	402	(908)	-	11,828	-

F4-3 Contributions not under plans

CONTRIBUTIONS – NOT UNDER A PLAN

Parking	926	-	-	-	33	-	-	959	-
Total	926	-	-	-	33	-	-	959	-

F4-4 S7.4 planning agreements

Voluntary Planning Agreements

Other	688	-	-	-	-	-	-	688	-
Total	688	-	-	-	-	-	-	688	-

End of the audited financial statements

G1 Statement of performance measures

G1-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(7,540)	(12.69)%	(11.57)%	(16.23)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	59,397				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	56,234	76.09%	65.14%	72.40%	> 60.00%
Total continuing operating revenue ¹	73,908				
3. Unrestricted current ratio					
Current assets less all external restrictions	26,313	2.15x	5.02x	4.32x	> 1.50x
Current liabilities less specific purpose liabilities	12,239				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	3,870	3.32x	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	1,164				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	2,948	6.61%	6.28%	4.86%	< 5.00%
Rates and annual charges collectable	44,570				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	79,247	19.40	17.30	12.77	> 3.00
Monthly payments from cash flow of operating and financing activities	4,086	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying financial statements of Strathfield Municipal Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements, Special Schedules (the Schedules) and G1 Statement of performance measures.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- on G1 Statement of performance measures
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2025
SYDNEY



Cr Benjamin Cai
Mayor
Strathfield Municipal Council
PO Box 120
STRATHFIELD NSW 2135

Contact: Karen Taylor
Phone no: 9275 7311
Our ref: [R008-1981756498-6446](#)

29 October 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Strathfield Municipal Council**

I have audited the general purpose financial statements (GPFS) of the Strathfield Municipal Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024–25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

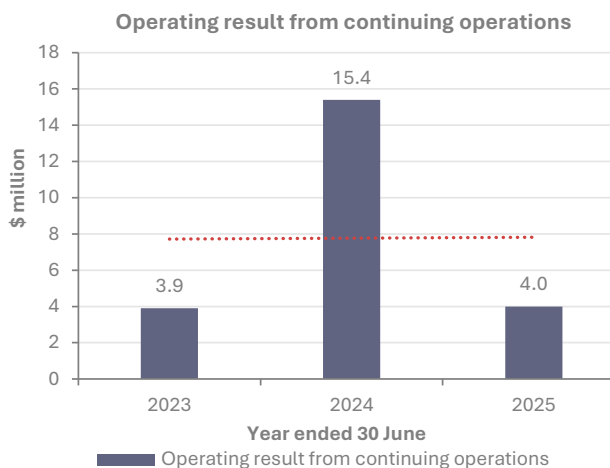
	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	41.9	36.9	13.6
Grants and contributions provided for operating purposes revenue	3.2	2.9	10.3
Grants and contributions provided for capital purposes revenue	14.5	22.9	36.7
Operating result from continuing operations	4.0	15.4	74.0
Net operating result for the year before grants and contributions provided for capital purposes	(10.5)	(7.5)	40.0

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$11.4 million lower than the 2023–24 result. This was mainly due to:

- the \$8.4 million decrease in grants and contributions provided for capital purposes being offset by increases in all other revenue sources
- the \$10.4 million increase in expenses, with employee benefits and on-costs and materials and services equally contributing to \$8.6 million of this increase
- depreciation, amortisation and impairment expense (\$10.9 million) increased by \$935k due to growth in infrastructure, property, plant and equipment
- net loss on disposal of assets (\$2.9 million), which included replacement of nets and other assets at the Hudson Park Driving Range.



The net operating result for the year before grants and contributions provided for capital purposes was a loss of \$10.5 million. Refer to 'Grants and contributions revenue' below for details.

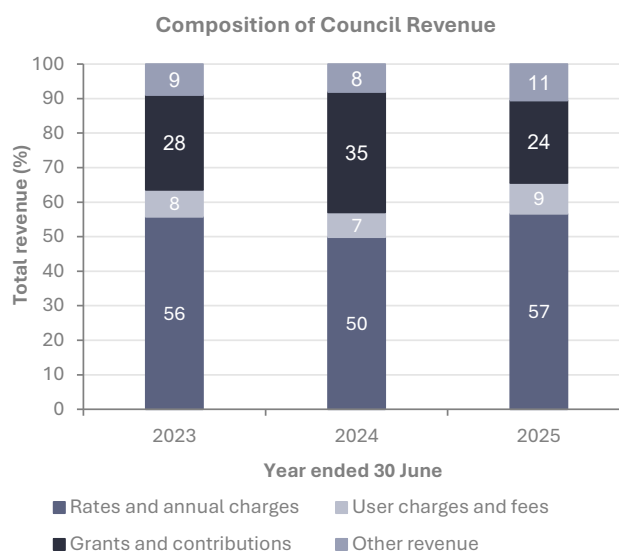
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue (\$73.9 million) remained steady in 2024–25 due to:

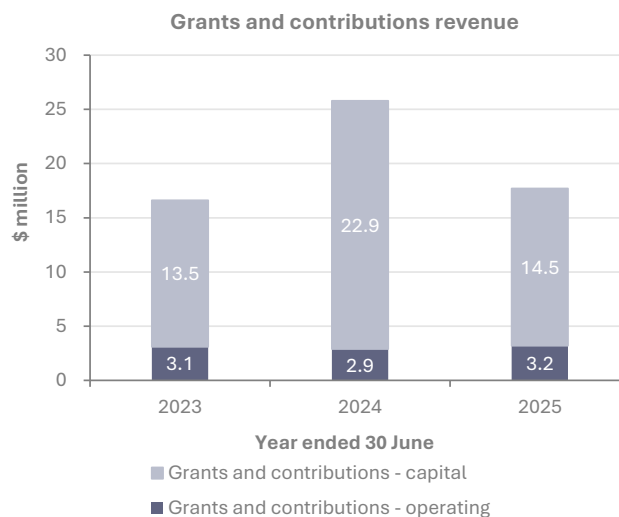
- rates and annual charges revenue (\$41.9 million) which increased by \$5.0 million (13.6 per cent) due to special rate variation
- grants and contributions revenue (\$17.7 million) decreased by \$8.1 million (31.5 per cent) offsetting the increases in income – see additional details below.
- all other revenue sources contributing to an increase of \$3.1 million (4.2 per cent)



Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$17.7 million) decreased by \$8.1 million (31.5 per cent) in 2024–25 due to a \$6.5 million decrease in developer contributions (dedicated affordable housing units) and a \$1.6 million decrease in grants and non-developer contributions. These contributions will fluctuate year on year.



CASH FLOWS

Statement of cash flows

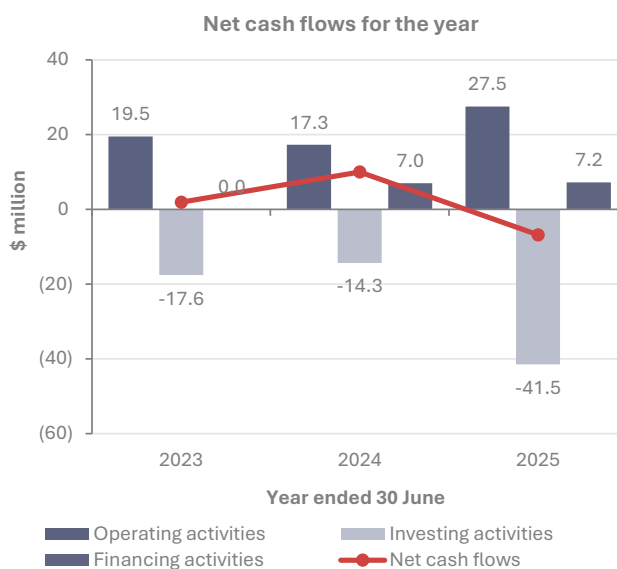
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$6.8 million (positive \$10.0 million in 2023–24).

In 2024–25 the net cashflows:

- from operating activities increased by \$10.2 million, due to a \$16.0 million increase in receipts offset by a \$5.8 million increase in payments. Receipts from rates and annual charges increased by \$5.3 million and grants and contributions increased by \$4.7 million. Payments to employees increased by \$4.3 million.
- used in investing activities increased by \$27.2 million, mainly due to payments to acquire new term deposits
- from financing activities reflects proceeds from borrowings.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

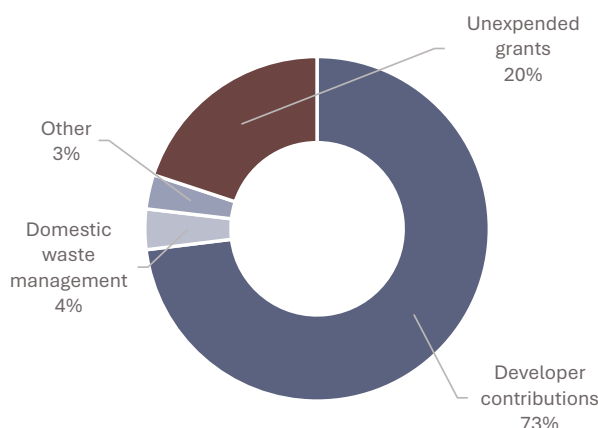
Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	79.2	62.5		
Restricted and allocated cash, cash equivalents and investments:				Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
• External restrictions	58.9	38.4	74.4	Internal allocations are determined by council policies or decisions, which are subject to change.
• Internal allocations	20.3	24.1	25.6	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024–25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of \$38.5 million, a \$10.4 million increase
- unexpended grants of \$10.5 million, a \$5.1 million increase
- domestic waste management and other making up the remaining \$10.6 million, including unexpended loans of \$6.1 million.

Source of externally restricted cash, cash equivalents and investments

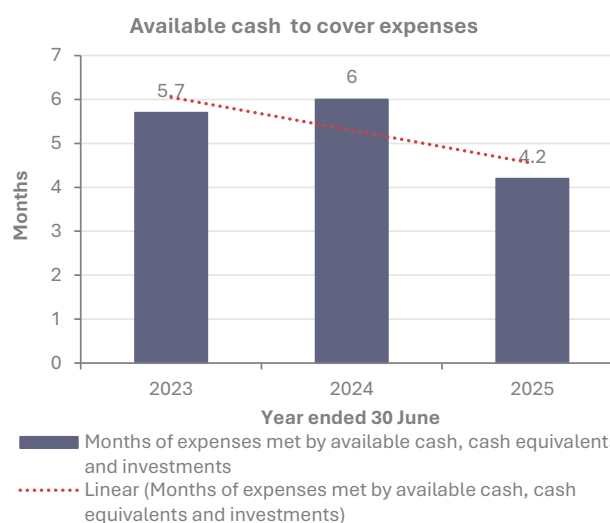


Council liquidity

This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

At 30 June 2025, Council can fund 4.2 months of general expenses.

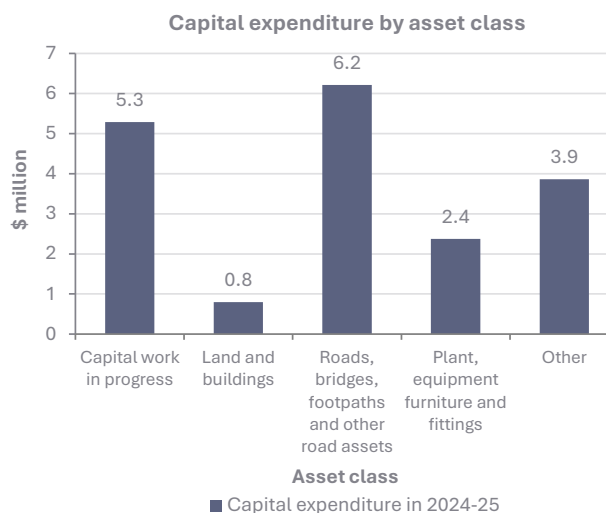
Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024–25.

Council renewed \$14.9 million of infrastructure, property, plant and equipment during the 2024–25 financial year. This was mainly spent on roads, footpaths and other infrastructure. A further \$3.7 million was spent mainly on new assets, mainly open space/recreational assets, stormwater other road assets and bridges.



Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

Debt	2025	2024	Commentary
	\$m	\$m	
Loans	14.2	7.0	Loans taken out to fund Hudson Park Driving Range remediation and the upfront funds required for the infrastructure asset renewal program.
Credit card facility	-	-	\$70,000 with \$19,000 used.
Amount used	-	-	

Karen Taylor
Delegate of the Auditor -General

Strathfield Municipal Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Strathfield Municipal Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Strathfield Municipal Council

General Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 October 2025.



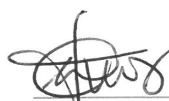
Benjamin Cai
Mayor
28 October 2025



Sandy Reddy
Deputy Mayor
28 October 2025



Michael Mamo
General Manager
28 October 2025



Waisale Iowane
Responsible Accounting Officer
28 October 2025

Strathfield Municipal Council | Income Statement of the Hudson Park Driving Range | for the year ended 30 June 2025

Strathfield Municipal Council

Income Statement of the Hudson Park Driving Range
for the year ended 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
Income from continuing operations		
User fees and charges	1,899	1,977
Other income	–	7
Total income from continuing operations	1,899	1,984
Expenses from continuing operations		
Employee benefits and on-costs	846	599
Materials and services	351	185
Borrowing costs	3	–
Depreciation, amortisation and impairment	136	231
Net loss from the disposal of assets	1,130	–
Total expenses from continuing operations	2,466	1,015
Surplus (deficit) from continuing operations before capital amounts	(567)	969
Surplus (deficit) from continuing operations after capital amounts	(567)	969
Surplus (deficit) from all operations before tax	(567)	969
Less: corporate taxation equivalent (25%) [based on result before capital]	–	(242)
Surplus (deficit) after tax	(567)	727
Plus opening accumulated surplus	6,232	5,542
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	242
Add:		
Less:		
– Surplus dividend paid	(320)	(279)
Closing accumulated surplus	5,345	6,232
Return on capital %	(7.4)%	15.3%
Subsidy from Council	887	–
Calculation of dividend payable:		
Surplus (deficit) after tax	(567)	727
Surplus for dividend calculation purposes	–	727
Potential dividend calculated from surplus	–	364

Strathfield Municipal Council | Statement of Financial Position of the Hudson Park Driving Range | as at 30 June 2025

Strathfield Municipal Council**Statement of Financial Position of the Hudson Park Driving Range**

as at 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
ASSETS		
Current assets		
Investments	195	—
Inventories	1	7
Total current assets	196	7
Non-current assets		
Infrastructure, property, plant and equipment	7,691	6,333
Total non-current assets	7,691	6,333
Total assets	7,887	6,340
LIABILITIES		
Current liabilities		
Payables	3	—
Borrowings	159	—
Total current liabilities	162	—
Non-current liabilities		
Borrowings	1,841	—
Employee benefit provisions	49	49
Total non-current liabilities	1,890	49
Total liabilities	2,052	49
Net assets	5,835	6,291
EQUITY		
Accumulated surplus	5,345	6,232
IPPE revaluation reserves	490	59
Total equity	5,835	6,291

Note – Material accounting policy information

These special purpose financial statements for the year ended 30 June 2023 and 30 June 2024 were authorised for issue by Council on 22 October 2024. Council has the power to amend and reissue these special purpose financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the special purpose financial statements.

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accrual basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Hudson Park Golf Driving Range

A business activity involves the supply of goods and services for a fee or charge for the purposes of making a profit.

Category 2

(where gross operating turnover is less than \$2 million)

Nil

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 25%

Note – Material accounting policy information (continued)

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Strathfield Municipal Council's (the Council) Declared Business Activity, Hudson Park Driving Range, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of the Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2025, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activity effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2025
SYDNEY

Strathfield Municipal Council

SPECIAL SCHEDULES
for the year ended 30 June 2025



Strathfield Municipal Council

Special Schedules

for the year ended 30 June 2025

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Strathfield Municipal Council

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	27,003	31,331
Plus or minus adjustments ²	b	405	26
Notional general income	c = a + b	27,408	31,357
Permissible income calculation			
Percentage increase	d	14.11%	17.50%
Plus percentage increase amount ³	f = d x (c + e)	3,867	5,487
Sub-total	g = (c + e + f)	31,275	36,844
Plus (or minus) last year's carry forward total	h	2	(41)
Less valuation objections claimed in the previous year	i	(32)	(45)
Sub-total	j = (h + i)	(30)	(86)
Total permissible income	k = g + j	31,245	36,758
Less notional general income yield	l	31,331	36,830
Catch-up or (excess) result	m = k - l	(86)	(72)
Plus income lost due to valuation objections claimed ⁴	n	45	41
Carry forward to next year ⁶	p = m + n + o	(41)	(31)

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Strathfield Municipal Council

To the Councillors of Strathfield Municipal Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Strathfield Municipal Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2025
SYDNEY

Strathfield Municipal Council | Report on infrastructure assets as at 30 June 2025

Strathfield Municipal Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard		Estimated cost to bring assets to agreed level of service set by Council		2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000					1	2	3	4	5
Buildings	Buildings and other structures	2,587	5,057	1,871	1,887			67,375	93,564	62.5%	20.2%	10.6%	5.2%	1.4%
	Sub-total	2,587	5,057	1,871	1,887			67,375	93,564	62.5%	20.2%	10.6%	5.2%	1.5%
Roads & Car Parks	Roads, bridges, footpaths, kerb & gutter, bulk earthworks (non-depreciable).	4,922	10,007	5,731	4,654			210,380	326,399	38.9%	32.6%	24.6%	3.7%	0.3%
	Car parks	259	517	157	—			6,013	7,854	68.9%	7.4%	15.5%	7.2%	1.0%
	Sub-total	5,181	10,524	5,888	4,654			216,393	334,253	39.6%	32.0%	24.4%	3.8%	0.2%
Stormwater drainage	Stormwater drainage (Pits, Pipes, & Conduits)	21,895	44,384	2,674	186			59,859	133,723	22.6%	8.6%	26.7%	33.5%	8.5%
	Sub-total	21,895	44,384	2,674	186			59,859	133,723	22.6%	8.6%	26.7%	33.5%	8.6%
Open Space & Recreational Assets	Other open space / recreational assets	485	968	929	5,345			33,597	46,438	67.4%	12.0%	18.0%	2.5%	0.1%
	Swimming pools	—	—	—	—			—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	485	968	929	5,345			33,597	46,438	67.4%	12.0%	18.0%	2.5%	0.1%
Total – all assets		30,148	60,933	11,362	12,072			377,224	607,978	41.5%	23.5%	22.3%	10.4%	2.3%

(a) Required maintenance is an estimated percentage of gross replacement cost.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Strathfield Municipal Council | Report on infrastructure assets as at 30 June 2025

Strathfield Municipal Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	7,307	83.91%	110.15%	48.75%	> 100.00%
Depreciation, amortisation and impairment	8,708				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	30,148	7.99%	10.29%	6.69%	< 2.00%
Net carrying amount of infrastructure assets	377,270				
Asset maintenance ratio					
Actual asset maintenance	12,072	106.25%	106.79%	69.31%	> 100.00%
Required asset maintenance	11,362				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	60,933	10.02%	16.61%	12.37%	
Gross replacement cost	607,978				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

CCS3 QUARTERLY BUDGET REVIEW STATEMENT (QBRS) - 30 SEPTEMBER 2025

AUTHOR: Waisale Iowane, Chief Financial Officer

APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That Council:

1. Receive and note the report; and
2. Approve and adopt the proposed variations to the budget as included in the Quarterly Budget Review Statement for the quarter ending 30 September 2025.

PURPOSE OF REPORT

To submit the Quarterly Budget Review Statement (QBRS) for quarter ended 30 September 2025 as per Clause 203 of the *Local Government (General) Regulation 2021*.

According to Clause 203 of the *Local Government (General) Regulation 2021*, the Responsible Accounting Officer (RAO) must present a Quarterly Budget Review Statement to Council within two months after the end of each quarter, except for the June quarter. In addition, Council needs to submit a copy of this quarter's QBRS to the Office of Local Government (OLG) by 30 November 2025.

REPORT

The Quarterly Budget Review Statement as required under Clause 203 of the *Local Government (General) Regulation 2021* for the quarter ending 30 September 2025 is set out in Attachment 1.

The Chief Financial Officer, as Council's Responsible Accounting Officer, is of the opinion that the Budget Review Statement for the quarter ended 30 September 2025 indicates that the projected financial position of Council for the year ending 30 June 2026 will remain satisfactory, having regard to the original and revised estimates of income and expenditure.

The Quarterly Budget Review Statement provides information on how Council is tracking against its originally adopted budget in the Operational Plan and any changes incorporated during the carryovers and revotes. It shows the revised estimated income and expenditure for the year against the original estimate of annual income and expenditure as shown in the Operational Plan and includes recommendations regarding changes to budget to give a projected year-end result.

Each quarter, Council officers will propose variations to the budget that are a result of either:

1. A council resolution;
2. A reforecast of its income and expenditure due to changes in estimates;
3. Updates or changes to funding sources where required; and
4. Inclusion of grant income and matching expenditure where Council is successful on grants.

The proposed budget variations were presented to the Executive Committee on Monday, 20 October 2025, and Monday, 3 November 2025, followed by a presentation to the Budget Review and Finance Committee on Tuesday, 11 November 2025.

Funding Statement

The impact of the proposed budget is shown below:

Income Statement	2025/26 Revised Budget (\$'000)	2025/26 Proposed Q1 (\$'000)	Changes (\$'000)	Note
Income				
Rates and annual charges	48,891	48,891	-	
User fees and charges	6,606	6,541	(65)	1
Other revenue	3,540	3,620	80	1
Grants and contributions provided for operating purposes	2,135	2,135	-	
Grants and contributions provided for capital purposes	19,212	19,212	-	
Interest and investment income	3,370	3,370	-	
Other income	1,677	1,677	-	
Proceeds from sale of assets	500	500	-	
Total income from continuing operations	85,931	85,946	15	
Expenditure				
Employee benefits and on-costs	26,533	27,083	550	2
Materials and services	25,988	26,106	118	3
Other expenses	1,390	1,444	54	
Borrowing costs	1,455	955	(500)	4
Written down value of assets sold/disposed	350	350	-	
Total expenditure from continuing operations	55,716	55,939	223	
Operating result from continuing operations excluding depreciation and amortisation	30,215	30,007	(208)	
Depreciation and amortisation	10,700	10,700	-	
Operating result from continuing operations	19,515	19,307	(208)	
Net operating result before capital grants and contributions – Surplus/ (Deficit)	303	95	(208)	
Movements in Capital, Reserves & Borrowings				
Capital expenditure	(48,840)	(45,568)	3,272	5
Net reserve movements – (to)/ from	(3,138)	3,798	6,936	6
Movement in borrowings	21,418	11,418	(10,000)	7
Total movements in capital, reserves & borrowings	(30,560)	(30,352)	208	
Add: Non-Cash items				
Depreciation and amortization	10,700	10,700	-	
Written down value of assets sold/ disposed	350	350	-	
Cash Budget Result	5	5	-	

Notes

1. The proposed adjustments to user fees, charges, and other revenues arise from revised income estimates based on actual trends observed during the quarter. Following a review of income patterns, the budget for other revenues and registration fees (collected under external principal authorising authorities) has been reduced by \$80,000, offset by a corresponding increase of \$80,000 in infringements and fines revenue. These adjustments reflect current income performance and are consistent with projected year-end outcomes. **Following Council's resolution at its meeting on 28 October 2025 to trial a monthly market along Rochester Street, Homebush (from January to April 2026), a budget allocation of \$15,000 has been included. This initiative will be fully funded from parking meter revenue, which has accordingly been increased by \$15,000.**
2. During the budget review, it was identified that no allocation had been included for six casual positions (equivalent to 5.6 FTEs) employed across multiple operational areas including Hudson Park Driving Range, Library Services, Waste Operations, Compliance and Regulatory Services, and Customer Service. To correct this omission, an additional \$550,000 has been proposed to cover wages, salaries, and on-costs associated with these positions.
3. A review of materials and services has resulted in a net increase of \$103,000. This primarily relates to **Council's SSROC membership fee, geographical name board installation costs, the mayor's street meetings, community publications (book and Monopoly projects), and the licence fees for Council's Long-Term Financial Plan module provided by Local Government Solutions.** In addition to this, as resolved by Council at its October 2025 meeting, a budget of \$15,000 has been included that will be funded from the additional parking meter revenue forecast.
4. Borrowing costs have been reduced by \$500,000 as Council did not proceed with the proposed \$10 million loan originally intended for the purchase of a strategic property within the LGA.
5. The Capital Works Program has been revised downward by \$3.3 million, primarily reflecting updated **costings and delivery timeframes within Council's Fleet Replacement Program.**
6. Adjustments to reserve movements include the removal of the \$10 million transfer to reserves associated with the abandoned property loan, offset by a \$3.4 million reduction in transfers from the Plant and Fleet Reserve following the revision of the Fleet Replacement Program.
7. The \$10 million movement in borrowings reflects the removal of the planned loan drawdown for the strategic property acquisition, with corresponding entries updated in reserve movements as outlined above.

In accordance with the Office of Local Government's 2025 QBRs Guidelines, all proposed variations have been reconciled against confirmed funding sources. Where additional allocations are proposed, these have been offset through reductions in other expenditure categories to maintain a balanced budget position. All capital and borrowing adjustments have been matched with appropriate funding sources, ensuring there is **no adverse impact on Council's overall cash budget result.**

FINANCIAL IMPLICATIONS

All proposed budget variations have been matched with identified funding sources, ensuring that Council maintains a balanced overall cash budget position.

ATTACHMENTS

1. [Quarterly Budget Review Statement - 30 September 2025](#)



Quarterly Budget Review Statement

30 September 2025



Strathfield Municipal Council
Quarterly Budget Review Statement for the Quarter Ended 30 September 2025



Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021:

The Chief Financial Officer, as Council's Responsible Accounting Officer, is of the opinion that the Budget Review Statement as at 30 September 2025 indicates that the projected financial position of Council as at 30 June 2026 will remain satisfactory, having regard to the original and revised estimates of income and expenditure.

Signed:

A handwritten signature in blue ink, appearing to read "Walsale Iowane", written over a horizontal line.

Walsale Iowane
Responsible Accounting Officer (RAO)

Income and Expenses Budget Review Statement									
Strathfield Municipal Council									
Budget review for the quarter ended 30 September 2025									
Consolidated Fund									
Description	Previous Year	Current Year Original	Revotes	Revised	Recommended changes		Projected	VARIANCE	ACTUAL
	Actual	Budget		Budget	for council resolution	Reference	Year End (PYE)	ORIGINAL budget	YTD
	2024/25	2025/26					Result	v PYE	
	\$000's	\$000's	\$000's	\$000's	\$000's		2025/26	2025/26	2025/26
							\$000's	\$000's	\$000's
INCOME									
Rates and Annual Charges	41,903	48,891	0	48,891	0		48,891	0	47,995
User Charges and Fees	6,565	6,606	0	6,606	-65	1	6,541	-65	1,868
Other Revenue	3,497	3,540	0	3,540	80	1	3,620	80	1,054
Grants and Contributions - Operating	3,163	2,135	0	2,135	0		2,135	0	349
Grants and Contributions - Capital	14,511	16,738	2,474	19,212	0		19,212	2,474	1,637
Interest and Investment Income	3,017	3,370	0	3,370	0		3,370	0	1,079
Other Income	1,252	1,677	0	1,677	0		1,677	0	363
Net gain from disposal of assets	0	500	0	500	0		500	0	554
Total Income from continuing operations	73,908	83,457	2,474	85,931	15		85,946	2,489	54,898
EXPENSES									
Employee benefits and on-costs	30,090	26,533	0	26,533	550	2	27,083	550	5,716
Materials & Services	24,085	25,681	307	25,988	118	3	26,106	426	5,249
Borrowing Costs	504	1,455	0	1,455	-500	4	955	-500	108
Other Expenses	1,346	1,390	0	1,390	54	5	1,444	54	422
Net Loss from Disposal of Assets	2,939	350	0	350	0		350	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	58,964	55,409	307	55,716	223		55,939	530	11,495
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	14,944	28,048	2,167	30,215	-208		30,007	1,959	43,403
Depreciation, amortisation and impairment of non financial assets	10,906	10,700		10,700	0		10,700	0	
Operating result from continuing Operations	4,038	17,348	2,167	19,515	-208		19,307	1,959	43,403
Net Operating Result before grants and contributions provided for capital purposes	-10,473	610	-307	303	-208		95	-515	41,766

Income and Expenses Budget Review Statement									
Strathfield Municipal Council									
Budget review for the quarter ended 30 September 2025									
General Fund									
Description	Previous Year	Current Year Original	Revotes	Revised	Recommended changes	Reference	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Budget	Budget	for council resolution		Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	\$000's	\$000's	\$000's		2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME									
Rates and Annual Charges	41,903	48,891	0	48,891	0		48,891	0	47,995
User Charges and Fees	6,565	6,606	0	6,606	-65	1	6,541	-65	1,868
Other Revenue	3,497	3,540	0	3,540	80	1	3,620	80	1,054
Grants and Contributions - Operating	3,163	2,135	0	2,135	0		2,135	0	349
Grants and Contributions - Capital	14,511	16,738	2,474	19,212	0		19,212	2,474	1,637
Interest and Investment Income	3,017	3,370	0	3,370	0		3,370	0	1,079
Other Income	1,252	1,677	0	1,677	0		1,677	0	363
Net gain from disposal of assets	0	500	0	500	0		500	0	554
Total Income from continuing operations	73,908	83,457	2,474	85,931	15		85,946	2,489	54,898
EXPENSES									
Employee benefits and on-costs	30,090	26,533	0	26,533	550	2	27,083	550	5,716
Materials & Services	24,085	25,681	307	25,988	118	3	26,106	426	5,249
Borrowing Costs	504	1,455	0	1,455	-500	4	955	-500	108
Other Expenses	1,346	1,390	0	1,390	54	5	1,444	54	422
Net Loss from Disposal of Assets	2,939	350	0	350	0		350	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	58,964	55,409	307	55,716	223		55,939	530	11,495
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	14,944	28,048	2,167	30,215	-208		30,007	1,959	43,403
Depreciation, amortisation and impairment of non financial assets	10,906	10,700		10,700			10,700	0	0
Operating result from continuing Operations	4,038	17,348	2,167	19,515	-208		19,307	1,959	43,403
Net Operating Result before grants and contributions provided for capital purposes	-10,473	610	-307	303	-208		95	-515	41,766

Income and Expenses Budget Review Statement			
Commentary to the Income & Expenditure Statement			
Budget review for the quarter ended 30 September 2025			
Reference	Item	Recommended Change (Q1) \$'000	Comment
Proposed Variations to Income from continuing operations			
1	User fees and charges	-	80 Reduction in the budget for registration fee certificates by external public certifying authority (PCA)
1	User fees and charges		15 Increase in the forecast for paid parking meter revenue to fund the night markets at Homebush.
1	Other revenue		80 Increase in the budget forecast for infringements and fine income
Total - Increase/ (Decrease)		15	
Proposed Variations to Expenses from continuing operations			
2	Employee benefits and on-costs	550	Inclusion of Councils casual budget for the year that was not included in the original budget
3	Other Expenses	30	Inclusion of budget for the pictorial history of Strathfield district book as per Council resolution on 25 February 2025 and monopoly boards as endorsed by the Executive Committee on 14 April 2025.
3	Other Expenses	25	Inclusion of budget for the geographical name boards to rename parts of Homebush as per Council resolution on 25 March 2025.
3	Other Expenses	22	Inclusion of budget for Council's Long-Term Financial Plan Module by Local Government Solutions
3	Materials & Services	14	Updating of budget for Council's membership fee for SSROC to match actual invoice received
3	Materials & Services	12	Inclusion of budget for the Mayoral Street Meeting as per Council resolution on 10 December 2024
3	Materials & Services	15	Inclusion of budget for the Homebush Markets as resolved by Council that will be fully funded by the additional parking meter revenue.
4	Borrowing Costs	-	500 Reduction of borrowing costs for a \$10m loan forecasted to be drawn down by Council for a strategic property purchase as this is no longer going ahead
5	Other Expenses	54	Increase in budget for the Emergency Services Levy to match actual invoice received
Total - Increase/ (Decrease)		223	
Increase/ (Decrease) to Net operating result		-	208

Cash and Investments Budget Review Statement													
Strathfield Municipal Council													
Budget review for the quarter ended 30/09/202530 September 2025													
Description	Previous Year	Current Year Original	Revotes	Revised	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Reference	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget		Budget	Review	Review	Review	Budget	for council resolution		Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q1 \$000's	\$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	Q1 \$000's		2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
Total Cash, Cash Equivalents & Investments	79,247	96,561	-14,210	82,351					-6,938		75,413	-21,148	87,185
EXTERNALLY RESTRICTED													
Developer contributions - General	38,527	43,727	-227	43,500					-168	6	43,332	395	39,877
Domestic waste management	1,982	1,847	-46	1,801					-506	7	1,295	552	3,588
Stormwater management	1,083	1,502		1,502							1,502	0	1,232
Special purpose unexpended grant	10,478	10,478	-6,218	4,260					20	8	4,280	6,198	10,295
Unexpended loans (SRV)	6,094	6,094	-3,157	2,937					-494	9	2,442	3,652	
Planning Agreements	688	688		688							688	0	688
Total Externally Restricted	58,852	64,336	-9,647	54,688	0	0	0	0	-1,149		53,539	10,796	55,679
Cash, cash equivalents & Investments not subject to external restrictions	20,395	32,225	-4,563	27,662	0	0	0	0	-5,789		21,873	-10,352	31,506
INTERNAL ALLOCATIONS													
Employee leave entitlements	1,100	1,100		1,100							1,100	0	1,100
Plant Replacement	375	-825	-2,746	-3,571					3,896	10	325	-1,150	344
Carry-over works	2,077	2,077	-1,817	260					-29	11	231	1,846	1,910
Deposits, retentions and bonds	12,347	12,347		12,347							12,347	0	14,059
Adshel (bus shelters)	270	270		270							270	0	270
Council elections	48	148		148					100	12	248	-100	48
Future major expenditure	2,082	2,357		2,357							2,357	0	2,082
Hudson Park Golf Driving Range	195	595		595							595	0	195
Risk and Legal	700	1,300		1,300							1,300	0	716
Technology	103	753		753					82	13	835	-82	103
Contributions towards works	20	20		20							20	0	20
Financial Assistance Grant - paid in advance	892	892		892							892	0	892
Business Improvement and Innovation	20	220		220							220	0	20
Planning Proposals	127	127		127							127	0	127
Strategic Priorities		839		839					163	14	1,002	-163	160
Commercial Loan		10,000		10,000					-10,000	15	0	10,000	0
SRV Direct funding				0							0	0	4,265
Internal borrowing				0							0	0	
Total Internally Allocated	20,356	32,220	-4,563	27,657	0	0	0	0	-5,789		21,868	10,352	26,312
Unallocated	39	5	0	5	0	0	0	0	0		5	0	5,193

Income and Expenses Budget Review Statement				
Commentary to the Reserve Movements				
Budget review for the quarter ended 30 September 2025				
Reference	Item		Recommended Change (Q1) \$'000	Comment
6	Developer contributions - General	-	168	Reduction in the reserve to fund the budget for the Traffic Management (LATM).
7	Domestic waste management	-	506	Reduction in the reserve balance to fully fund the domestic waste operations and other domestic waste related services
8	Special purpose unexpended grant		20	Net increase in the transfer to the reserve for unspent grant funding in 2024/25 to match actual spends for various projects
9	Unexpended loans (SRV)	-	250	Reduction in the reserve balance to fund the Strathfield Park Rotunda project which was initially planned to be funded from general revenue
9	Unexpended loans (SRV)	-	50	Reduction in the reserve balance to fund the Prentice lane project which was initially planned to be funded from general revenue
9	Unexpended loans (SRV)	-	144	Reduction in the reserve balance to fund the CCC Building - Strathfield One Stop CC2A Fraser Street project which was initially planned to be funded from general revenue
9	Unexpended loans (SRV)	-	50	Reduction in reserve balance to fund the demolition works for Pomeroy Bowling club project which was initially planned to be funded from general revenue
10	Plant Replacement		3,896	Reduction in the transfer from the reserve as a result of the revised fleet replacement program.
11	Carry-over works	-	28	Updating of the budget for Councils new Street Tree Plantings to match bring budget up to the approved amount of \$100k as resolved by Council
11	Carry-over works	-	1	Updating of the budget to cater for the underspent budget from 2024/25 for the Parking Meter Installation project
12	Council elections		100	Topping up of Council's internal reserves to cater for future expenses
13	Technology		82	Topping up of Council's internal reserves to cater for future expenses
14	Strategic Priorities		163	Transfer of the proceeds from the sale of the 3 buses into Council's internal reserves
15	Commercial Loan	-	10,000	Removal of budget for the \$10m loan proposed to be used for a strategic purposes by Council that will no longer go ahead
Total		-	6,938	

Capital Budget Review Statement									
Strathfield Municipal Council									
Budget review for the quarter ended 30 September 2025									
Description	Previous Year	Current Year Original	Revotes	Revised	Recommended changes	Reference	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Budget	Budget	for council resolution		Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	\$000's	\$000's	\$000's		2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
CAPITAL FUNDING								0	
Rates & other untied funding	1,258	2,000		2,000	-300		1,700	-300	76
Capital Grants & Contributions	2,794	11,008	2,474	13,482	0		13,482	2,474	43
Operating Grants & Contributions				0			0		
Reserves - External Restrictions				0			0	0	
Developer contributions	1,473	1,230	227	1,457	120		1,577	347	16
DWM		1,125	46	1,171	-1		1,169	44	1
Unexpended grants			5,913	5,913	-23		5,890	5,890	542
Reserves - Internally Allocated				0			0	0	
Plant fund	2,345	2,200	2,746	4,946	-3,446		1,500	-700	825
Revotes (carry over works)	2,159		1,814	1,814	-564		1,250	1,250	164
				0			0		
Unspent borrowings (SRV)	8,015		3,037	3,037	0		3,037	3,037	191
Unspent SRV		1,900	121	2,021	374		2,394	494	335
New Loans		13,000		13,000			13,000	0	1,503
Proceeds from sale of assets	490			0			0	0	
Internal borrowing				0	569		569	569	65
Total Capital Funding	18,534	32,463	16,377	48,840	-3,272		45,569	13,106	3,761
CAPITAL EXPENDITURE									
WIP	5,285			0			0	0	
New Assets	3,629	13,143	9,177	22,320	-293	16	22,027	8,884	735
Asset Renewal	9,620	19,320	7,200	26,520	-2,979	17	23,541	4,221	3,026
Debt redemption (repay loan principal)		0	0	0			0	0	0
Total Capital Expenditure	18,534	32,463	16,377	48,840	-3,272		45,569	13,106	3,761
Net Capital Funding - Surplus /(Deficit)	0	0	0	0	0		0	0	0

Income and Expenses Budget Review Statement				
Commentary to the Capital Movements				
Budget review for the quarter ended 30 September 2025				
Reference	Item	Recommended Change (Q1) \$'000		Comment
16	New Assets	-	300	Removal of the budget for the Smart Parking Technology
16	New Assets		28	Updating of the budget for Councils new Street Tree Plantings to factor in unspent budget from 2023/24
16	New Assets	-	23	Reduction of the budget for the Hudson Park West project that is fully grant funded as these costs have been incurred in 2024/25
16	New Assets		2	Net increase in the budget for various capital works where final actual spends were under budget in 2024/25
17	Assets Renewal	-	3,446	Reduction in Council's budget due to a review in the forecast in the fleet replacement program
17	Assets Renewal		168	Addition of budget for the Traffic Management (LATM) fully funded by developer contributions
17	Assets Renewal		299	Inclusion of the parking meter budget that was unspent from the previous financial year & funded through an internal borrowing against Councils internal reserve as per Council resolution
Total		-	3,272	

Developer Contributions Summary
Strathfield Municipal Council
Budget review for the quarter ended 30 September 2025

Purpose	Opening Balance	Developer Contributions Received	Amounts Expended	Held as Restricted Asset	Cumulative balance of Internal borrowings (to)/from
		Cash			
	As at 1 July 2025	Q1	Q1	As at this Q	As at this Q
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Drainage				0	
Roads	1,021	6	16	1,010	
Traffic facilities				0	
Parking	449			449	
Open space	22,248	709		22,957	
Community facilities	1,597	25	2	1,620	
Administration	425	15		440	
Total S7.11 Under plans	25,740	754	18	26,476	0
S7.11 Not under plans	959			959	
S7.12 Levies	11,828	613	0	12,441	
S7.4 Planning agreements				0	
S64 Contributions				0	
Other				0	
Total Developer Contributions	38,527	1,368	18	39,876	0

CCS4 INVESTMENT REPORT - OCTOBER 2025
AUTHOR: Waisale Iowane, Chief Financial Officer
APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That the Investment Report by the Responsible Accounting Officer be received and noted.

PURPOSE OF REPORT

This report is prepared in accordance with the *Local Government (General) Regulation 2021* and section 625 of the *Local Government Act 1993* to present Council's record of cash and investments as at 31 October 2025.

Investment Allocation and Performance

Council's cash and investment balance as 31 October 2025 amounted to **\$84.99m** as shown below:

Call Accounts	Allocation (%)	Amount (\$)
Term Deposits	85.30%	72,500,000.00
Cash At Bank and At Call Investment	14.70%	12,489,441.24
Total Investments		84,989,441.24

Note: Investment Portfolio details are listed in the attachment

As at the end of October 2025, the portfolio was mainly directed to fixed term deposits (85.30%). The remaining portfolio is directed to various cash accounts (14.70%) for current liquidity needs.

Performance

Council's performance for the month ending October 2025 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.30%	0.90%	1.86%	1.22%	3.97%
AusBond Bank Bill Index	0.30%	0.91%	1.89%	1.22%	4.11%
Council's Portfolio[^]	0.37%	1.07%	2.20%	1.44%	4.49%
Outperformance	0.07%	0.16%	0.31%	0.23%	0.38%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	3.60%	3.60%	3.72%	3.66%	3.97%
AusBond Bank Bill Index	3.55%	3.67%	3.78%	3.65%	4.11%
Council's Portfolio[^]	4.40%	4.32%	4.41%	4.34%	4.49%
Outperformance	0.85%	0.65%	0.64%	0.69%	0.38%

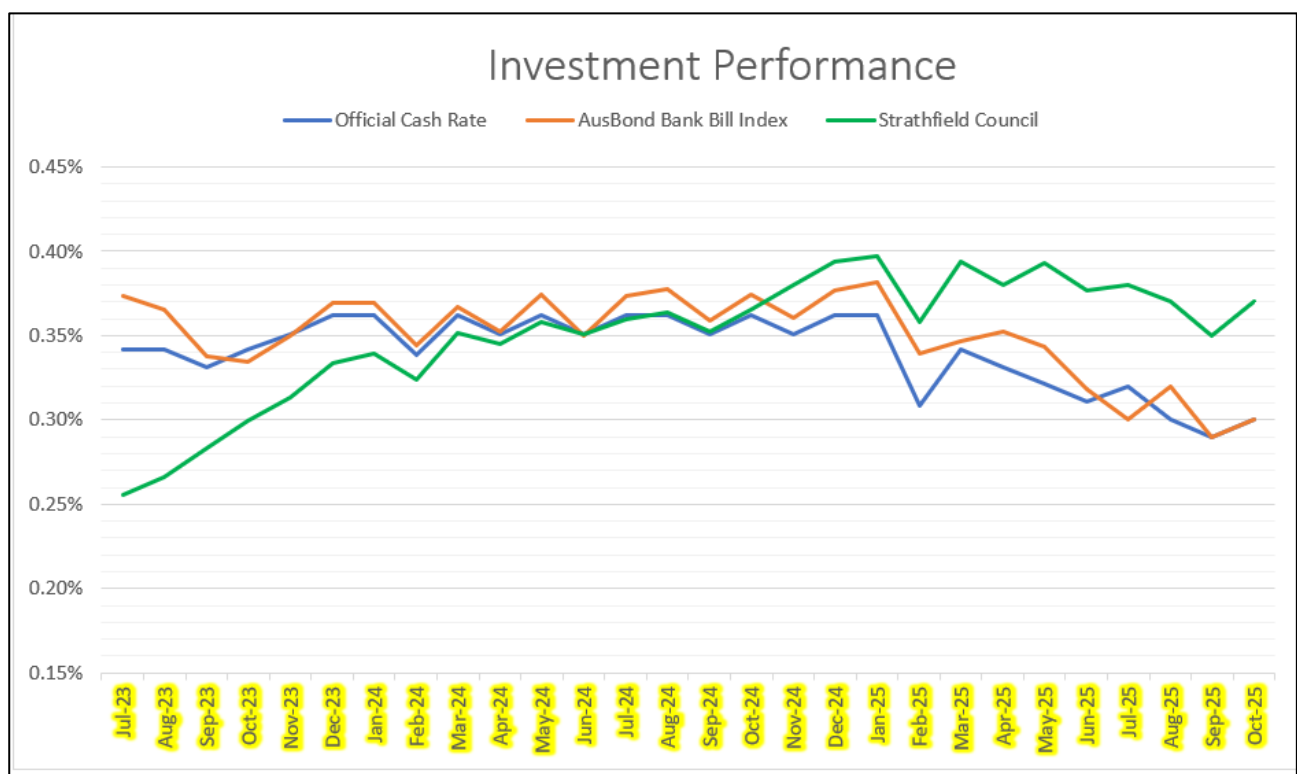
[^]Total portfolio performance excludes Council's cash account holdings.

During the month, the total investment portfolio (excluding cash) returned +0.37% for the month (annualised at 4.40%), outperforming the AusBond Bank Bill Index, which returned +0.30% (annualised at 3.55%). Council's deposit portfolio yielded 4.29% p.a. (an increase of 3 basis points from the previous month), with a weighted average duration of 214 days (approximately 7 months).

Since November 2024, Council's investment portfolio (in the green line) has consistently outperformed both the AusBond Bank Bill Index and the Official Cash Rate, as illustrated in the graph below.

The **AusBond Bank Bill Index** is a key benchmark for the Australian money market, reflecting the performance of a passively managed portfolio of short-term money market instruments. The **Official Cash Rate (OCR)**, set by the Reserve Bank of Australia, represents the interest rate on overnight loans between commercial banks and serves as a benchmark for interest rates on loans and other financial products.

By comparing Council's investment returns against these benchmarks, it provides assurance that the portfolio is generating returns above risk-free alternatives, such as leaving funds in cash, thereby supporting prudent financial management.



As of 31 October 2025, Council has accrued **\$1.10m** in interest revenue, representing 32.76% of the full year budgeted \$3.37m.

Council's cash and investment balance includes externally restricted funds of \$54.90m, internally restricted funds of \$25.87m, and unrestricted cash of \$4.2m. A breakdown of these restrictions as at 31 October 2025 is provided in the table below:

Financial Reserves	Balance as at 31 October 2025
Externally Restricted Reserves	
Developers Contributions reserve	\$ 40,085,899
Planning Agreements Reserve	\$688,000
Stormwater Management reserve	\$1,237,075
Domestic Waste Management reserve	\$2,735,925
Special Purpose Unexpended Grants	\$10,153,072
Total External Restrictions	\$54,899,970
Internally Restricted Reserves	
Plant & Fleet Reserve	\$278,038
Employee Leave Entitlements	\$1,100,000
Deposits, Retentions, Bonds	\$14,354,232
Election Reserve	\$48,286
Hudson Park Driving Range	\$195,000
IT & Office Equipment	\$103,269
Financial Assistance Grant (FAG) - Paid in Advance	\$892,457
Risk & Legal Reserve	\$714,909
General Funded carry over works	\$1,856,028
Future Major Expenditure	\$2,082,000
Business Improvement and Innovation	\$20,000
Planning Proposals	\$126,950
Contributions towards works	\$20,000
Special Rate Variation (SRV) Loan Funding Reserve	\$3,647,409
Strategic Priorities	\$160,414
Adshel	\$270,000
Total Internal Restrictions	\$25,868,991
Total Restrictions	\$80,768,961
Unrestricted Cash	\$4,220,480
Total Cash & Cash Equivalents	\$84,989,441

Council has completed the reconciliation of its restricted and allocated cash, cash equivalents, and investments as at 30 June 2025 in line with the preparation of the annual financial statements. The audit has since been finalised and the closing balances as at 30 June 2025 have been updated accordingly.

While the total cash balance remains unchanged, adjustments have been made to certain individual reserve opening balances where necessary. These revised balances have been carried forward into the 2025/2026 financial year and are reflected in this report.

Certification – Responsible Accounting Officer

The Chief Financial Officer as the Responsible Accounting Officer hereby certifies that the investments listed above have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2021* and Council's Investment Policy.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. [Strathfield Council Investment Report - October 2025](#)



Investment Report

01/10/2025 to 31/10/2025



Portfolio Valuation as at 31/10/2025

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
NAB	AA-	TD	GENERAL	At Maturity	14/08/2024	14/11/2025	4.9600	2,000,000.00	2,000,000.00	120,670.68	8,425.21
NAB	AA-	TD	GENERAL	Annual	04/09/2024	04/12/2025	4.8400	2,000,000.00	2,000,000.00	15,381.92	8,221.37
BOQ	A-	TD	GENERAL	Annual	04/06/2025	04/12/2025	4.3500	2,000,000.00	2,000,000.00	35,753.42	7,389.04
NAB	AA-	TD	GENERAL	At Maturity	20/12/2024	22/12/2025	5.0000	2,500,000.00	2,500,000.00	108,219.18	10,616.44
NAB	AA-	TD	GENERAL	At Maturity	23/12/2024	23/12/2025	5.0000	2,000,000.00	2,000,000.00	85,753.42	8,493.15
NAB	AA-	TD	GENERAL	Annual	25/06/2025	29/12/2025	4.2400	2,000,000.00	2,000,000.00	29,970.41	7,202.19
Bank of Us	BBB+	TD	GENERAL	Annual	26/06/2025	06/01/2026	4.3500	3,000,000.00	3,000,000.00	45,764.38	11,083.56
BOQ	A-	TD	GENERAL	At Maturity	26/03/2024	21/01/2026	4.8700	2,000,000.00	2,000,000.00	156,106.85	8,272.33
BOQ	A-	TD	GENERAL	Annual	25/06/2025	27/01/2026	4.3400	2,000,000.00	2,000,000.00	30,677.26	7,372.05
NAB	AA-	TD	GENERAL	At Maturity	14/08/2024	13/02/2026	4.8100	2,000,000.00	2,000,000.00	117,021.37	8,170.41
Suncorp Bank	AA-	TD	GENERAL	Annual	26/06/2025	26/02/2026	4.2900	3,000,000.00	3,000,000.00	45,133.15	10,930.68
Suncorp Bank	AA-	TD	GENERAL	At Maturity	18/06/2025	18/03/2026	4.4100	2,000,000.00	2,000,000.00	32,863.56	7,490.96
Westpac	AA-	TD	GENERAL	At Maturity	26/03/2024	18/03/2026	4.8000	3,000,000.00	3,000,000.00	230,794.52	12,230.14
Suncorp Bank	AA-	TD	GENERAL	Annual	26/06/2025	26/03/2026	4.2900	3,000,000.00	3,000,000.00	45,133.15	10,930.68
Bank of Us	BBB+	TD	GENERAL	Annual	26/06/2025	26/03/2026	4.3500	3,000,000.00	3,000,000.00	45,764.38	11,083.56
BOQ	A-	TD	GENERAL	At Maturity	15/10/2025	15/04/2026	4.2900	2,000,000.00	2,000,000.00	3,996.16	3,996.16
Suncorp Bank	AA-	TD	GENERAL	At Maturity	15/05/2025	15/05/2026	4.4000	2,000,000.00	2,000,000.00	40,986.30	7,473.97
NAB	AA-	TD	GENERAL	Annual	18/05/2021	15/05/2026	1.3000	1,000,000.00	1,000,000.00	5,912.33	1,104.11



Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
Westpac	AA-	TD	GENERAL	Annual	19/05/2025	19/05/2026	4.3900	1,000,000.00	1,000,000.00	19,965.48	3,728.49
Westpac	AA-	TD	GENERAL	At Maturity	31/10/2025	30/06/2026	4.2300	2,000,000.00	2,000,000.00	231.78	231.78
NAB	AA-	TD	GENERAL	Annual	07/08/2025	07/08/2026	4.1600	2,000,000.00	2,000,000.00	19,603.29	7,066.30
NAB	AA-	TD	GENERAL	At Maturity	07/08/2025	07/08/2026	4.1600	2,000,000.00	2,000,000.00	19,603.29	7,066.30
Bank of Us	BBB+	TD	GENERAL	At Maturity	07/08/2025	07/08/2026	4.3000	1,000,000.00	1,000,000.00	10,131.51	3,652.05
Westpac	AA-	TD	GENERAL	At Maturity	13/08/2025	13/08/2026	4.1200	2,000,000.00	2,000,000.00	18,060.27	6,998.36
Bank of Us	BBB+	TD	GENERAL	Annual	14/08/2024	14/08/2026	4.7000	2,000,000.00	2,000,000.00	20,345.21	7,983.56
Westpac	AA-	TD	GENERAL	At Maturity	21/08/2025	21/09/2026	4.1100	2,000,000.00	2,000,000.00	16,214.79	6,981.37
NAB	AA-	TD	GENERAL	At Maturity	29/09/2025	29/09/2026	4.3000	2,000,000.00	2,000,000.00	7,775.34	7,304.11
NAB	AA-	TD	GENERAL	At Maturity	29/09/2025	29/09/2026	4.3000	2,000,000.00	2,000,000.00	7,775.34	7,304.11
Westpac	AA-	TD	GENERAL	At Maturity	15/10/2025	15/10/2026	4.2000	2,000,000.00	2,000,000.00	3,912.33	3,912.33
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	28/10/2026	1.8200	2,000,000.00	2,000,000.00	498.63	498.63
Westpac	AA-	TD	GENERAL	At Maturity	21/08/2025	20/11/2026	4.0700	2,000,000.00	2,000,000.00	16,056.99	6,913.42
Westpac	AA-	TD	GENERAL	Annual	27/08/2025	26/11/2026	4.0900	2,000,000.00	2,000,000.00	14,791.23	6,947.40
Westpac	AA-	TD	GENERAL	At Maturity	15/10/2025	15/12/2026	4.2000	2,000,000.00	2,000,000.00	3,912.33	3,912.33
Westpac	AA-	TD	GENERAL	Annual	27/08/2025	26/02/2027	4.0500	2,000,000.00	2,000,000.00	14,646.58	6,879.45
NAB	AA-	TD	GENERAL	Annual	27/10/2025	27/10/2027	4.1500	2,000,000.00	2,000,000.00	1,136.99	1,136.99
Macquarie Bank	A+	CASH	GENERAL	Monthly	31/10/2025	31/10/2025	3.9750	1,328,532.66	1,328,532.66	4,389.21	4,389.21
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/10/2025	31/10/2025	3.6000	4,795,150.10	4,795,150.10	14,766.81	14,766.81
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/10/2025	31/10/2025	3.8500	6,365,758.48	6,365,758.48	20,815.16	20,815.16



Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
TOTALS								84,989,441.24	84,989,441.24	1,430,535.01	278,974.19



Portfolio by Asset as at 31/10/2025

Asset Type: CASH

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
Macquarie Bank	A+	CASH	GENERAL	Monthly	31/10/2025	31/10/2025	3.9750	1,328,532.66	1,328,532.66	4,389.21	4,389.21
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/10/2025	31/10/2025	3.6000	4,795,150.10	4,795,150.10	14,766.81	14,766.81
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/10/2025	31/10/2025	3.8500	6,365,758.48	6,365,758.48	20,815.16	20,815.16
CASH SUBTOTALS								12,489,441.24	12,489,441.24	39,971.18	39,971.18

Asset Type: TD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
NAB	AA-	TD	GENERAL	At Maturity	14/08/2024	14/11/2025	4.9600	2,000,000.00	2,000,000.00	120,670.68	8,425.21
NAB	AA-	TD	GENERAL	Annual	04/09/2024	04/12/2025	4.8400	2,000,000.00	2,000,000.00	15,381.92	8,221.37
BOQ	A-	TD	GENERAL	Annual	04/06/2025	04/12/2025	4.3500	2,000,000.00	2,000,000.00	35,753.42	7,389.04
NAB	AA-	TD	GENERAL	At Maturity	20/12/2024	22/12/2025	5.0000	2,500,000.00	2,500,000.00	108,219.18	10,616.44
NAB	AA-	TD	GENERAL	At Maturity	23/12/2024	23/12/2025	5.0000	2,000,000.00	2,000,000.00	85,753.42	8,493.15
NAB	AA-	TD	GENERAL	Annual	25/06/2025	29/12/2025	4.2400	2,000,000.00	2,000,000.00	29,970.41	7,202.19
Bank of Us	BBB+	TD	GENERAL	Annual	26/06/2025	06/01/2026	4.3500	3,000,000.00	3,000,000.00	45,764.38	11,083.56
BOQ	A-	TD	GENERAL	At Maturity	26/03/2024	21/01/2026	4.8700	2,000,000.00	2,000,000.00	156,106.85	8,272.33
BOQ	A-	TD	GENERAL	Annual	25/06/2025	27/01/2026	4.3400	2,000,000.00	2,000,000.00	30,677.26	7,372.05



Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
NAB	AA-	TD	GENERAL	At Maturity	14/08/2024	13/02/2026	4.8100	2,000,000.00	2,000,000.00	117,021.37	8,170.41
Suncorp Bank	AA-	TD	GENERAL	Annual	26/06/2025	26/02/2026	4.2900	3,000,000.00	3,000,000.00	45,133.15	10,930.68
Suncorp Bank	AA-	TD	GENERAL	At Maturity	18/06/2025	18/03/2026	4.4100	2,000,000.00	2,000,000.00	32,863.56	7,490.96
Westpac	AA-	TD	GENERAL	At Maturity	26/03/2024	18/03/2026	4.8000	3,000,000.00	3,000,000.00	230,794.52	12,230.14
Suncorp Bank	AA-	TD	GENERAL	Annual	26/06/2025	26/03/2026	4.2900	3,000,000.00	3,000,000.00	45,133.15	10,930.68
Bank of Us	BBB+	TD	GENERAL	Annual	26/06/2025	26/03/2026	4.3500	3,000,000.00	3,000,000.00	45,764.38	11,083.56
BOQ	A-	TD	GENERAL	At Maturity	15/10/2025	15/04/2026	4.2900	2,000,000.00	2,000,000.00	3,996.16	3,996.16
Suncorp Bank	AA-	TD	GENERAL	At Maturity	15/05/2025	15/05/2026	4.4000	2,000,000.00	2,000,000.00	40,986.30	7,473.97
NAB	AA-	TD	GENERAL	Annual	18/05/2021	15/05/2026	1.3000	1,000,000.00	1,000,000.00	5,912.33	1,104.11
Westpac	AA-	TD	GENERAL	Annual	19/05/2025	19/05/2026	4.3900	1,000,000.00	1,000,000.00	19,965.48	3,728.49
Westpac	AA-	TD	GENERAL	At Maturity	31/10/2025	30/06/2026	4.2300	2,000,000.00	2,000,000.00	231.78	231.78
NAB	AA-	TD	GENERAL	Annual	07/08/2025	07/08/2026	4.1600	2,000,000.00	2,000,000.00	19,603.29	7,066.30
NAB	AA-	TD	GENERAL	At Maturity	07/08/2025	07/08/2026	4.1600	2,000,000.00	2,000,000.00	19,603.29	7,066.30
Bank of Us	BBB+	TD	GENERAL	At Maturity	07/08/2025	07/08/2026	4.3000	1,000,000.00	1,000,000.00	10,131.51	3,652.05
Westpac	AA-	TD	GENERAL	At Maturity	13/08/2025	13/08/2026	4.1200	2,000,000.00	2,000,000.00	18,060.27	6,998.36
Bank of Us	BBB+	TD	GENERAL	Annual	14/08/2024	14/08/2026	4.7000	2,000,000.00	2,000,000.00	20,345.21	7,983.56
Westpac	AA-	TD	GENERAL	At Maturity	21/08/2025	21/09/2026	4.1100	2,000,000.00	2,000,000.00	16,214.79	6,981.37
NAB	AA-	TD	GENERAL	At Maturity	29/09/2025	29/09/2026	4.3000	2,000,000.00	2,000,000.00	7,775.34	7,304.11
NAB	AA-	TD	GENERAL	At Maturity	29/09/2025	29/09/2026	4.3000	2,000,000.00	2,000,000.00	7,775.34	7,304.11
Westpac	AA-	TD	GENERAL	At Maturity	15/10/2025	15/10/2026	4.2000	2,000,000.00	2,000,000.00	3,912.33	3,912.33



Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	28/10/2026	1.8200	2,000,000.00	2,000,000.00	498.63	498.63
Westpac	AA-	TD	GENERAL	At Maturity	21/08/2025	20/11/2026	4.0700	2,000,000.00	2,000,000.00	16,056.99	6,913.42
Westpac	AA-	TD	GENERAL	Annual	27/08/2025	26/11/2026	4.0900	2,000,000.00	2,000,000.00	14,791.23	6,947.40
Westpac	AA-	TD	GENERAL	At Maturity	15/10/2025	15/12/2026	4.2000	2,000,000.00	2,000,000.00	3,912.33	3,912.33
Westpac	AA-	TD	GENERAL	Annual	27/08/2025	26/02/2027	4.0500	2,000,000.00	2,000,000.00	14,646.58	6,879.45
NAB	AA-	TD	GENERAL	Annual	27/10/2025	27/10/2027	4.1500	2,000,000.00	2,000,000.00	1,136.99	1,136.99
TD SUBTOTALS								72,500,000.00	72,500,000.00	1,390,563.84	239,003.01



Portfolio by Asset Totals as at 31/10/2025

Type	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
CASH	12,489,441.24	12,489,441.24	39,971.18	39,971.18
TD	72,500,000.00	72,500,000.00	1,390,563.84	239,003.01
TOTALS	84,989,441.24	84,989,441.24	1,430,535.01	278,974.19



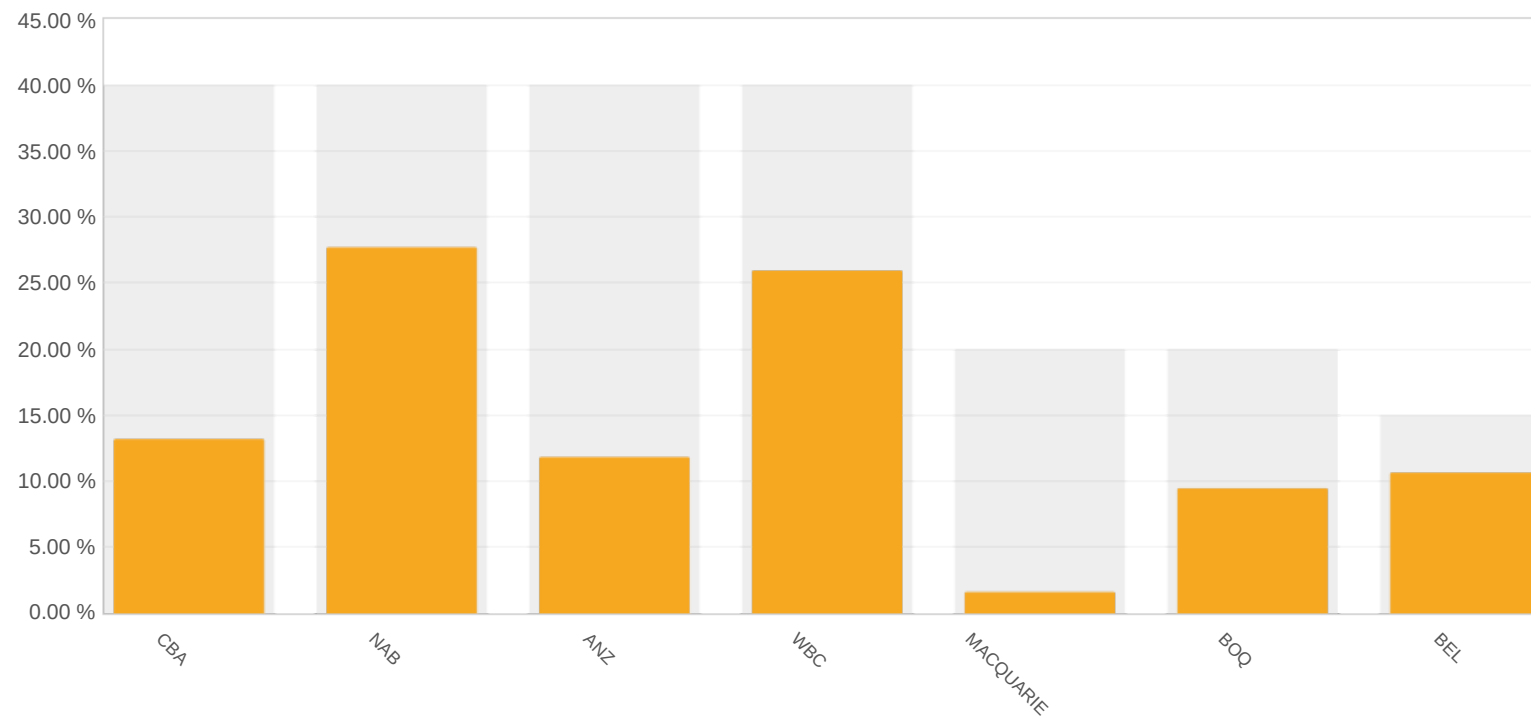
Counterparty Compliance as at 31/10/2025

Long Term Investments

Compliant	Bank Group	Term	Rating	Invested (\$)	Invested (%)	Limit (%)	Limit (\$)	Available (\$)
✓	Commonwealth Bank	Long	AA-	11,160,908.58	13.13	40.00	-	22,834,867.92
✓	NAB	Long	AA-	23,500,000.00	27.65	40.00	-	10,495,776.50
✓	ANZ Bank	Long	AA-	10,000,000.00	11.77	40.00	-	23,995,776.50
✓	Westpac	Long	AA-	22,000,000.00	25.89	40.00	-	11,995,776.50
✓	Macquarie Bank	Long	A+	1,328,532.66	1.56	20.00	-	15,669,355.59
✓	BOQ	Long	A-	8,000,000.00	9.41	20.00	-	8,997,888.25
✓	Bank of Us	Long	BBB+	9,000,000.00	10.59	15.00	-	3,748,416.19
TOTALS				84,989,441.24	100.00			



Counterparty Compliance - Long Term Investments



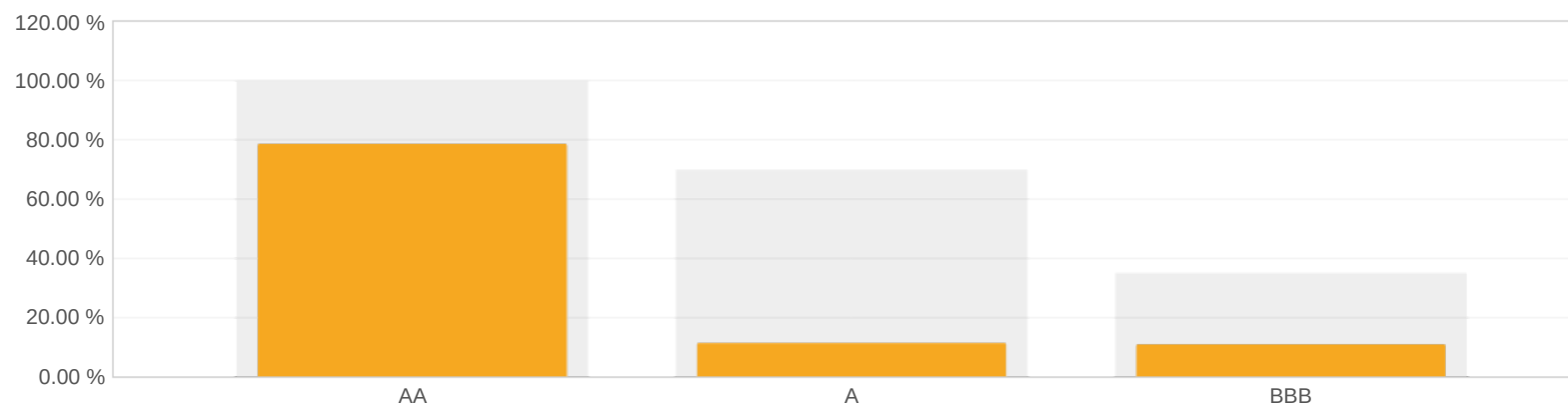


Credit Quality Compliance as at 31/10/2025

Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	AA	66,660,908.58	78.43	100.00	18,328,532.66
✓	A	9,328,532.66	10.98	70.00	50,164,076.21
✓	BBB	9,000,000.00	10.59	35.00	20,746,304.43
TOTALS		84,989,441.24	100.00		

Credit Quality Compliance - Long Term Investments

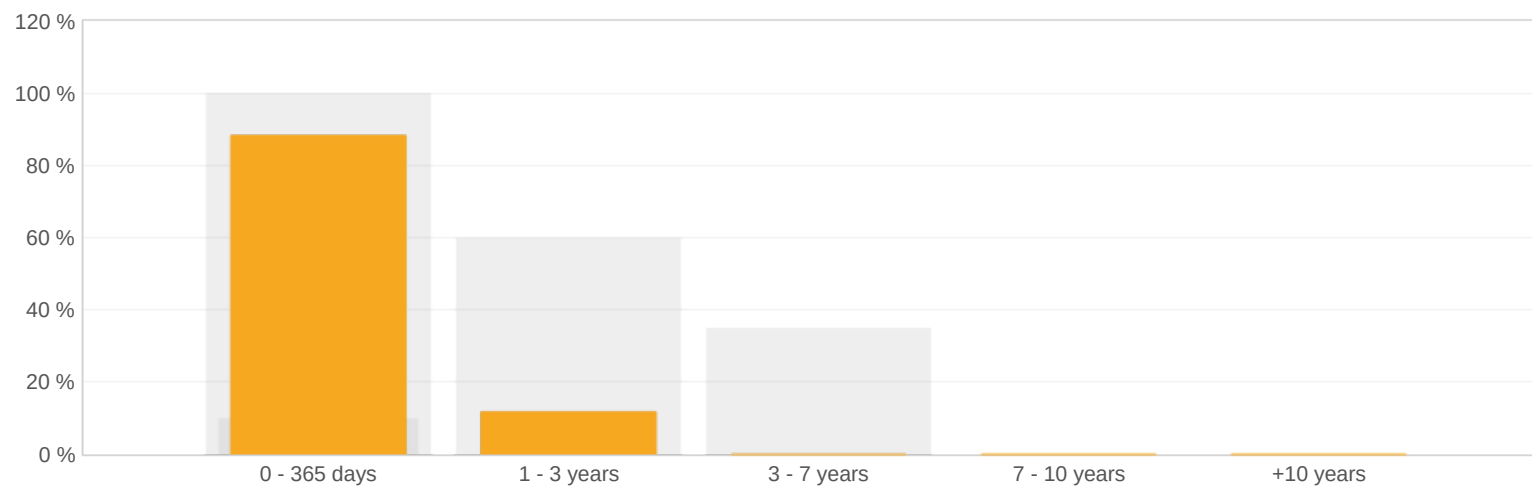




Maturity Compliance as at 31/10/2025

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 365 days	74,989,441.24	88.23	10.00	100.00	10,000,000.00
✓	1 - 3 years	10,000,000.00	11.77	0.00	60.00	40,993,664.74
✓	3 - 7 years	-	0.00	0.00	35.00	29,746,304.43
✓	7 - 10 years	-	0.00	0.00	0.00	-
✓	+10 years	-	0.00	0.00	0.00	-
TOTALS		84,989,441.24	100.00			

Maturity Compliance





Trades in Period

From: 01/10/2025 To: 31/10/2025

New Trades - From: 01/10/2025 To: 31/10/2025

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Value (\$)	Reference
Westpac	AA-	TD	GENERAL	At Maturity	15/10/2025	15/10/2026	4.2000	2,000,000.00	
Westpac	AA-	TD	GENERAL	At Maturity	15/10/2025	15/12/2026	4.2000	2,000,000.00	
BOQ	A-	TD	GENERAL	At Maturity	15/10/2025	15/04/2026	4.2900	2,000,000.00	
NAB	AA-	TD	GENERAL	Annual	27/10/2025	27/10/2027	4.1500	2,000,000.00	
Westpac	AA-	TD	GENERAL	At Maturity	31/10/2025	30/06/2026	4.2300	2,000,000.00	1 Year TD
TOTALS								10,000,000.00	

**Sell Trades - From: 01/10/2025 To: 31/10/2025**

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Selling Date	Yield/Margin (%)	Face Value (\$)	Gross Value (\$)	Capital Value (\$)	Reference
No entries for this item												
TOTALS									0			

**Matured Trades - From: 01/10/2025 To: 31/10/2025**

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Value (\$)	Reference
NAB	AA-	TD	GENERAL	Annual	25/06/2025	27/10/2025	4.3300	2,000,000.00	
Bank of Us	BBB+	TD	GENERAL	Annual	28/04/2025	28/10/2025	4.5000	2,000,000.00	
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	29/10/2025	1.5900	2,000,000.00	Westpac 4Y 1.59% 2M 29/10/2025
ICBC Sydney Branch	A	TD	GENERAL	At Maturity	31/10/2024	31/10/2025	5.1700	2,000,000.00	1 Year TD
TOTALS								8,000,000.00	



Unrealised Gains / Losses as at 31/10/2025

Issuer	Rating	Type	Purchase Date	Maturity Date	Allocation	Cost (\$)	Value (\$)	Purchase Price	Current Price	Gain/Loss (\$)
No entries for this item										
TOTALS						0	0			0



Realised Gains / Losses

From: 01/10/2025 To: 31/10/2025

Issuer	Rating	Type	Purchase Date	Maturity Date	Selling Date	Cost Price	Current Price	Purchase Price	Selling Price	Realised	Type
No entries for this item											
TOTALS						0	0			0	



Interest Received in Period

From: 01/10/2025 To: 31/10/2025

Periodic Interest

Issuer	Rating	Type	Allocation	Frequency	Value (\$)	Purchase Date	Maturity Date	Coupon Date	Type	Rate (%)	Received (\$)
NAB	AA-	TD	GENERAL	Annual	2,000,000.00	25/06/2025	27/10/2025	27/10/2025	Maturity	4.3300	29,420.27
Bank of Us	BBB+	TD	GENERAL	Annual	2,000,000.00	28/04/2025	28/10/2025	28/10/2025	Maturity	4.5000	45,123.29
Westpac	AA-	TD	GENERAL	Quarterly	2,000,000.00	27/10/2021	29/10/2025	29/10/2025	Maturity	1.5900	174.25
Westpac	AA-	TD	GENERAL	Quarterly	2,000,000.00	27/10/2021	29/10/2025	27/10/2025	Periodic	1.5900	7,928.22
ICBC Sydney Branch	A	TD	GENERAL	At Maturity	2,000,000.00	31/10/2024	31/10/2025	31/10/2025	Maturity	5.1700	103,400.00
Westpac	AA-	TD	GENERAL	Quarterly	2,000,000.00	27/10/2021	28/10/2026	27/10/2025	Periodic	1.8200	9,075.07
TOTALS					10,000,000.00						195,121.10

CCS5 **DISABILITY INCLUSION ACTION PLAN**
AUTHOR: Jack Britton, Manager Library and Community Services
APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

To exhibit Disability Inclusion Action Plan 2025-2029 for 28 days, and if no submissions received it be considered adopted at which time it will be progressed. Where submissions are received it will be returned as a report to Council.

PURPOSE OF REPORT

To seek approval by Council for the Disability Inclusion Action Plan (DIAP) to be placed on public exhibition for 28 days and if no submissions are received, for the DIAP to be adopted, with no further report to Council. Where submissions are received, the draft will be returned as a report to Council to consider the submissions and to determine any changes prior to formally adopting the plan.

REPORT

Council has a legislated requirement under the *NSW Disability Inclusion Act 2014* to develop and review their DIAP every four years. DIAPs are strategic documents that outline how councils will improve access and inclusion for people with disability.

Strathfield Council's previous DIAP (2020–2024) achievements are highlighted in the draft 2025–2029 plan, showcasing the Council's ongoing commitment to inclusion.

The DIAP is an important tool to achieve Council's vision for an inclusive and connected community. This plan aligns with the Community Strategic Plan – Strathfield 2040, Strategy 2.1.2 Connect with communities and facilitate opportunities for participation and is a commitment of Council's Delivery Program and Operational Plan.

FINANCIAL IMPLICATIONS

While most of the action items outlined in the Plan do have funding provided, there are a few where part or no funding has been identified at this stage. Should Council approve the expenditure, the source of funding will need to be identified in future years budgets.

ATTACHMENTS

1. [Disability Inclusion Action Plan 2025-2029](#)

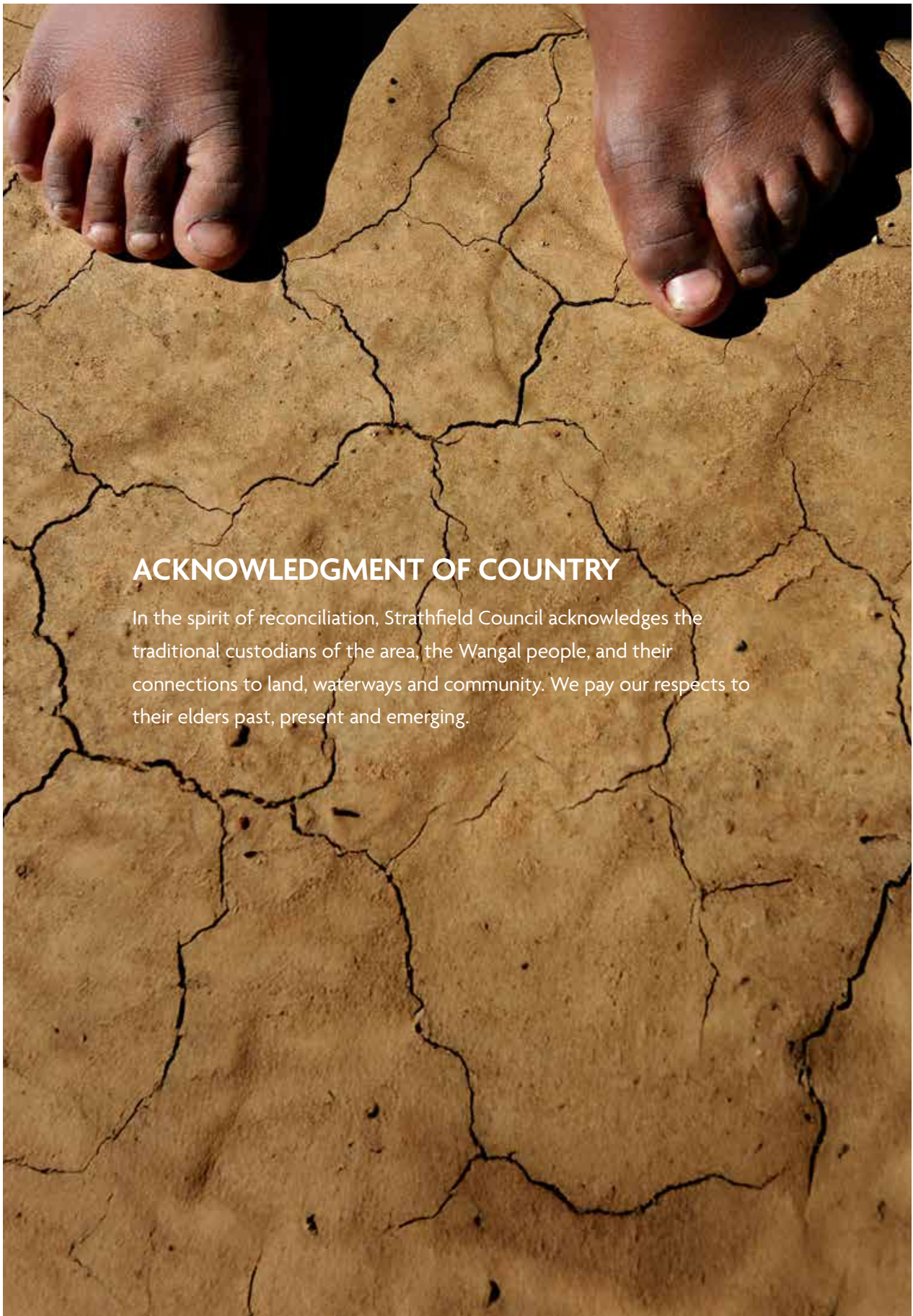
STRATHFIELD MUNICIPAL COUNCIL



DISABILITY INCLUSION ACTION PLAN 2025 - 2029



October 2025



ACKNOWLEDGMENT OF COUNTRY

In the spirit of reconciliation, Strathfield Council acknowledges the traditional custodians of the area, the Wangal people, and their connections to land, waterways and community. We pay our respects to their elders past, present and emerging.



Message from the Mayor

Social inclusion is important to the Strathfield community, for those who live, work, study and visit our area. Our priority is to ensure that Strathfield is a safe and socially cohesive community for all and that people with disability can effectively participate in community life to maximise their opportunities and wellbeing.

The Disability Inclusion Action plan underpins our Community Strategic Plan – Strathfield 2035 to ensure accessible services and programs and information and referral are available to people with disability and their carers and families to better meet their needs.

Ensuring that people with disability feel welcomed, respected and supported enhances independence, social inclusion and wellbeing. The Disability Inclusion Action Plan represents Strathfield Council's commitment to people with disability to achieve opportunities and service access and knowledge

to reduce barriers and create a more inclusive Strathfield community.

I look forward to engaging with Councillors, staff, and the community to ensure the Disability Inclusion Action Plan is delivered over the next four years, and people with disability feel engaged and included in our Strathfield Community.

Together, let's make Strathfield a place where inclusion is part of everyday life, a place where everyone regardless of whether or not they have a disability can feel welcome.

Benjamin Cai
Cr Benjamin Cai
Mayor of Strathfield
Strathfield Municipal Council



Introduction

According to the Australian Institute of Health and Welfare web report on 'People with Disability in Australia', the difficulties for people with disabilities is often getting to places and as an outcome feeling socially isolated and lonely and they become dissatisfied with their local community. Community inclusion for people with disabilities enables access to opportunities such as livelihood (getting decent work), education, rehabilitation, health care, mental health support services and social opportunities.

Australia's Disability Strategy 2021-2031 is a national policy framework that sets out a plan for continuing to improve the lives of people with disability in Australia. The NSW Government Disability Inclusion Action Plan aligns with Australia's Disability Strategy and is a four year plan to create more accessible and inclusive communities for people with disability in NSW.

The NSW Disability Inclusion Act (2014) requires all local government organisations to produce a Disability Inclusion Action Plan (DIAP) setting out measures enabling people with disability to access general support and services and fully participate in the community. The focus areas are:

- Developing positive community attitudes and behaviours
- Creating livable communities
- Supporting access to meaningful employment
- Improving access to mainstream services through better systems and processes.

The Disability Inclusion Action Plan 2025-2029 demonstrates Strathfield Council's commitment to people with disability on improving access to services, facilities and jobs. It's also designed to change perceptions about people with disability and encourage socially inclusive and livable neighbourhoods for people with disability who live, work, study or visit the Strathfield Local Government Area.

Policy and Legislative Context

There are many positive changes taking place across Australia to support people with disability and to build inclusive communities.

The United Nations Convention on the Rights of Persons with Disabilities recognises the rights of people with disability, including respect for dignity, autonomy, and the right to live free from discrimination.

At a national level, Australia's Disability Strategy 2021–2031 provides a ten-year framework to improve the lives of people with disability, setting shared goals across all levels of government. The Strategy reinforces Australia's commitment under the UN Convention.

In NSW, several key pieces of legislation embed the rights of people with disability into practice:

- NSW Anti-Discrimination Act 1977
- NSW Government Sector Employment Act 2013
- Disability Discrimination Act 1992
- Disability Services and Inclusion Act 2023 (replacing the 1986 Act, this modernises the framework for delivering services and advancing inclusion)
- National Arts and Disability Strategy (2009)
- Disability (Access to Premises – Buildings) Standards 2010
- National Disability Insurance Scheme Act 2013

Together, these frameworks establish a clear mandate: to remove barriers, create opportunities, and ensure that people with disability can participate fully in community life.



UN Convention on the Rights of Persons with Disabilities Recognises the rights of people with disability, including the right to respect for their inherent dignity and autonomy and to non-discrimination.				
Disability Discrimination Act 1992	Disability Services and Inclusion Act 2023	National Art and Disability Strategy (2009)	Disability (Access to Premises Standards-Buildings) Standards 2010	National Disability Insurance Scheme Act 2013
National Disability Strategy 2021 - 2031 Articulates how Australia will meet its obligations under the UN Convention and sets out actions to improve inclusion and accessibility of buildings, homes, schools, employment, businesses, sports and community groups.				
NSW Anti-Discrimination Act 1977		NSW Government Sector Employee Act 2013		
NSW Disability Inclusion Act 2014 <ul style="list-style-type: none">• Makes it clear people with disability have the same rights as other people.• Promotes inclusion of people with disability by requiring NSW, state government agencies and local councils to undertake disability inclusion action planning in consultation with people with disability.• Supports people with disability to exercise choice and control through individualised funding.• Provides safeguards for people accessing NSW funded disability support and services.				
NSW Disability Inclusion Action Plan (DIAP)				
Strathfield DIAP Strathfield four Year Plan to improve access and inclusion				

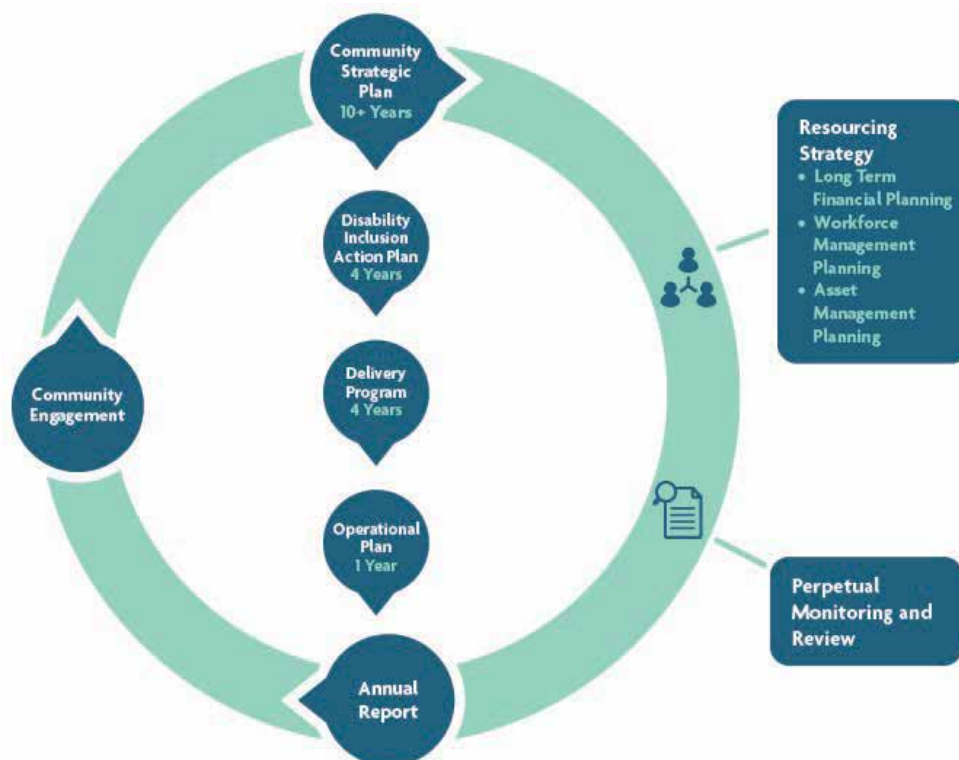


Strategic Context

The Disability Inclusion Access Plan relates to other key policies and plans of Council and the actions identified align with the five themes of the Community Strategic Plan, Strathfield 2035.

The Community Strategic Plan represents the highest level of strategic planning undertaken by Council and identifies the main priorities of the community, providing a clear set of strategies to achieve this vision of the future. The plan recognises the changing and increasing population of the Strathfield LGA and the need to upgrade and/or provide new infrastructure to meet needs of current and future communities. Based upon community feedback the priorities for Strathfield to 2035 relate to the themes of:

1. **Connectivity** – planning for infrastructure to meet the needs of a growing population, transport networks that are integrated and connected and transformed, and connected information and service delivery.
2. **Community Wellbeing** – supporting socially cohesive, connected and safe communities with access to public safe spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.
3. **Celebrating Culture and Place** – engaging town centres and public places, cultural and creative activities and events promoting a sense of civic pride.
4. **Liveable Neighbourhoods** – high quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.
5. **Responsible Leadership** – leadership and accountable council performance directed by priorities of an engaged and connected community.



Survey of Disability, Aging and Carers, 2022: key findings in plain language *(Australian Bureau of Statistics, 2022)*

People with disability in Australia

- there were 5.5 million Australians with disability in 2022. This is 21.4% of the population – up from 17.7% in 2018
- the rate of disability among males (21.0%) and females (21.8%) was similar
- the rate of disability increased with age
- about 1 in 7 (15.0%) people who are under 65 years old had disability
- about 1 in 2 (52.3%) people aged 65 years or older had disability
- 7.9% of all Australians had a profound or severe disability in 2022
- 96.8% of people with disability were living in households in 2022
- 3.3% of people with disability were living in cared accommodation in 2022 – such as hospitals, nursing homes and aged care hostels
- 45.3% of people with disability who were 15 years or older and living in households had completed year 12 or an equal level of education. This is up from 33.4% in 2018.

People with Disability and their Carers in Strathfield

In 2021 Census, 1,951 people (or 4.3% of the population) in Strathfield Council area reported needing help in their day-to-day lives due to disability.

While 2266 people (or 9.9% of the population) in Strathfield provided unpaid assistance (carer support) to a person with a disability, health condition or due to old age.



Types of Disability

Neurodevelopmental Disorders	Disorders with onset in childhood, affecting personal, social, academic, or occupational functioning. Includes intellectual disability, ASD, ADHD, communication, learning, and motor disorders.
Intellectual Disability	Lifelong condition affecting reasoning, problem-solving, and learning. Ranges from mild to severe. Global developmental delay applies to young children not meeting milestones.
Autism Spectrum Disorder (ASD)	A developmental condition affecting communication and interaction. Diagnosed early but can be identified at any age.
ADHD	A neurodevelopmental disorder with attention, hyperactivity, and impulsivity symptoms. Common in children but can be diagnosed in adults.
Communication Disorders	Includes language, speech sound, fluency, and social communication disorders. Begins early and may cause lifelong impairments.
Specific Learning Disorder	Persistent difficulties in learning during formal schooling years. Impacts perception and processing of information.
Motor Disorders	Includes coordination, movement, and tic disorders. Affects daily living and social/academic activities.
Physical Disability	Affects mobility, stamina, or dexterity. Examples: MS, muscular dystrophy, arthritis, cerebral palsy, spinal cord injury.
Acquired Brain Injury (ABI)	Brain damage after birth due to stroke, trauma, or disease. Impacts cognitive, emotional, and physical functioning.
Neurological Disability	Damage to the nervous system affecting mental or bodily functions. Includes MS, Parkinson's, epilepsy, and Alzheimer's.
Vision Impairment	Ranges from mild impairment to total blindness. Can be congenital, degenerative, or acquired. Affects vocational and social tasks.
Hearing Impairment	Partial or total hearing loss. Can be congenital or acquired. May be temporary or permanent.
Deafblind (Dual Sensory)	Combined vision and hearing impairments. Affects communication, mobility, and daily living.
Speech Language Impairment	Difficulty with speech sounds or language use. May be congenital or acquired (e.g., stroke). Can affect communication and swallowing.
Psychosocial Disability	Arises from mental health conditions like depression, anxiety, schizophrenia. May qualify for NDIS if severe and long-standing.
Developmental Delay	Delay in physical, emotional, social, or cognitive development in children. May qualify for NDIS under early intervention criteria.
Guide for Use	Disability groups reflect impairments, activity limitations, and environmental factors. Not diagnostic categories. Functioning is dynamic and multidimensional.

(National Disability Services 2025)

Impact of Disability

- 4.1 per cent of all Australians had a profound limitation with at least one of the core activities of communication, mobility or self-care, and/or a schooling or employment restriction, and 3.8 per cent had a severe limitation.
- a mental or behavioural disorder as their main condition.
- 3.6 million Australians have some level of hearing loss.
- 16,000 Australians use Auslan. That number includes people for whom Auslan is their primary or only language, and also people who use Auslan at home to communicate with native Auslan users, such as children of Deaf adults.
- Vision Australia estimates there are currently 453,000 people in Australia who are blind or have low vision. They project that the number of Australians who are blind or have low vision will grow to 564,000 by 2030.
- Around 45 per cent of Australians aged between 16 and 85 will experience a mental illness at some point in their life, while one in five Australian adults will experience a mental illness in any given year.
- Not having a job, or enough work, can affect mental wellbeing and impact physical health, relationships, and sense of identity. Financial health and mental health are closely linked.



What is Disability Inclusion?

Organisations such as Strathfield Council have a legislative responsibility to ensure that people with disabilities are able to be included in everyday activities and encouraging them to have roles similar to their peers who do not have a disability is disability inclusion. This involves more than simply encouraging people; it requires making sure that adequate policies and practices are in effect in a community or organisation.

Inclusion should lead to increased participation in socially expected life roles and activities—such as being a student, worker, friend, community member, patient, spouse, partner, or parent.

Socially expected activities may also include engaging in social activities, using public resources such as transportation and libraries, moving about within communities, receiving adequate health care, having relationships, and enjoying other day-to-day activities.



The need for change

The Royal Commission shone a light on the violence, abuse and neglect that people with disability have suffered. The outcome of the Report was to ensure practices that make Australia more inclusive and keep people with disability safe.



The Royal Commission made 222 recommendations on how to improve laws, policies, structures and practices to ensure a more inclusive and just society that supports the independence of people with disability and their right to live free from violence, abuse, neglect and exploitation.

Discrimination fueled by negative attitudes, stigma and prejudice can create social and economic exclusion of people with disability and their families from the communities in which they live. Attitude change can be initiated by governments, institutions and communities, to ensure that everyone has a responsibility to improve attitudes in disability inclusion.



How Strathfield Council Can Lead Change Locally

We can effect positive change for people with disability by:

- Developing and delivering on action plans
- By seeking grant funding to improve access to public spaces
- Learning about reasonable adjustments to improve access to employment
- Holding Community information sessions sharing stories of people with disability
- By creating livable communities
- Through improving access to services.

Community Engagement

In 2023 the Community Survey showed that only 54 per cent rated Council's overall performance as Excellent or Good, down from 67–68 per cent in earlier surveys.

This highlights how important clarity and consistency are to rebuilding confidence, small improvements in how we present our work can make a big difference to community perceptions.

Engaging with the community to develop the Disability Inclusion Action Plan required consultation methods with a wide range of people in our community.

Council heard from:

- Seniors, carers and people with disability
- Service providers and businesses
- Council staff, including those with community service, design, planning and engineering and operational roles
- The wider community.

Identified issues for action included but not limited to, accessible transport, accessible path and cycleways, disability parking bays and their compliance, accessible community facilities, accessible toilets including at events, disability inclusion in Council events, and marketing and media.

Strathfield at a glance



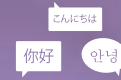
Population (2023)
47, 824



Indigenous
0.4%



Born overseas
59%



Speak another
language
65%



Couple with
Children
33%



Older couple,
no children
6%



Population 24y
and under
24.3%



Over 65yo
12%



Lone household
19%



Group Housing
8.3%



Total Residential
Dwellings
16,700



Medium - high
density housing
67%



Renting
44%



Home - owners
48%



Households with a
Mortgage
28%



% Population
living and working
in Strathfield LGA
14%



% population in
labour force
63%



Professionals and
managers
46%



% attending
university
9%



% possess university
qualification
45%



% completed Year
12 schooling
77%



Median Age
33yrs

Success and Accountability

Disability inclusion requires a collaborative approach to ensure that actions are put in place to optimise opportunities for people with disabilities and their carers to participate in community life. These actions are planned to ensure that disability understanding and support is an ongoing activity of community living and wellbeing.

This plan builds on the progress of the previous Disability Inclusion Action Plan 2020-2024. The 2020-2024 Plan was reviewed and the table below highlights the key achievements by Council in collaboration with key stakeholders over the life of the plan:





Disability Action Plan 2020-2024 Actions and Achievements

- Council staff training in disability inclusion
- Installation of hearing loops in Town Hall and Council Chambers
- Partnership with disability organisations to provide information at a regular pop-up stall
- Disability information provided on Council website
- Promotion and celebration of International Day for People with Disability
- Accessible newly built amenities blocks at sporting fields
- Disability parking bays monitored for compliance and additional disability parking bays installed
- Regular tree pruning to improve clearance for visually impaired
- Upgrade of footpaths including pram ramps and safety refuges and crossings
- Library upgraded with accessible features including wheelchair accessibility and outdoor book locker accessibility
- Council events provided with accessible features including toilets
- Employment supported at Council for people with disability including accessible work environment and flexible work practices.

The Disability Action Plan will link to:

- Delivery Program and Operational Plan
- Council Policies (as relevant)
- Local Environment Plan
- Library Strategy
- Community Safety Strategy
- Strathfield Recreation and Wellness Strategy.

Focus Area 1: Developing positive community attitudes and behaviours

Key Goal: To Develop positive attitudes that increase awareness for the general community and council staff to reduce barriers to access and inclusion

Outcome	Action	Evaluation	Timeframe	Unit Responsible
1.1 Raise staff awareness on disability inclusion	1.1.1 Provide Disability Inclusion Awareness training as part of EEO training for all staff annually	All staff receive training	Years 1-4	Corporate and Community
	1.1.2 Provide specific or tailored training as required	Tailored training provided for key areas	Years 2-4	Corporate and Community
1.2 Raise community awareness on disability inclusion	1.2.1 Deliver community education and awareness in partnership with disability organisations	Provide 2 disability information stalls at Library per year	Years 1-4	Corporate and Community
		Celebrate International Day for People with Disability annually in partnership with local disability organisations	Years 1-4	Corporate and Community
1.3 Raise awareness with local business on disability inclusion	1.3.1 Support local businesses through online information on 'Missed Business'	Resources provided to local business	Year 4	Planning and Environment
1.4 Utilise Disability expertise in education and decision making	1.4.1 Partner with key disability organisations and develop focus groups to support community engagement	Expert information shared with key stakeholders	Years 1-4	Corporate and Community
		Disability focus groups developed	Years 1-4	Corporate and Community
1.5 Provide community grants to encourage programs that foster disability inclusion	1.5.1 Grant Guidelines reviewed annually to identify people with disability as a key target group for programs	Annual Community Grants program effected	Years 1-4	Corporate and Community

Focus Area 2: Creating liveable communities

Key Goal: To create liveable communities for people with disability to engage, participate and access amenities.

Outcome	Action	Evaluation	Timeframe	Unit Responsible
2.1 Mobility Map	2.1.1 Develop and promote mobility map on website	Mobility map available	Year 1	Corporate and Community
2.2 Footpaths	2.2.1 Review footpath network and commit resources to improving accessibility	Number of footpaths upgraded Number of crossings/refuges upgraded or increased	Years 1-4	Operations and Engineering
2.3 Upgrading Bus Stops	2.3.1 Commission upgrades to Bus Stops to ensure they are DDA compliant	Number of bus stops upgraded	Years 1-3	Operations and Engineering
2.4 Outdoor Areas	2.4.1 Improve accessibility of parks and playgrounds and cycleways	Number of works maintained or upgraded for accessibility	Years 1-4	Operations and Engineering
2.5 Way-finding signage	2.5.1 Ensure way-finding signage provides clear direction to get around the area to key destinations	Number of new or upgraded way-finding signage in LGA	Year 4	Operations and Engineering
2.6 Accessible toilets and amenities	2.6.1 Ensure all accessible toilets are included on Mobility Map and available on Council website	Accessible toilets included in Mobility Map	Year 1	Corporate and Community
2.7 Grant opportunities	2.7.1 Council seek grants for enhancing accessibility in public places	Grant applications made	Years 1-4	Corporate and Community
2.8 Celebrate community and cultural events that enhance inclusion	2.8.1 Provide and promote accessible community events	Events provided are inclusive for all community	Years 1-4	Legal and Civic
2.9 Accessible transport access and services information	2.9.1 Council work in partnership with community transport services	Links provided for to accessible transport services provided on Council website	Year 2	Corporate and Community
2.10 Disability Parking provided	2.10.1 Council review disability parking and ensure compliance	Disability parking spaces provided in key areas	Years 1-4	Planning and Environment

Focus Area 3: Supporting access to meaningful employment

Key Goal: To reduce barriers for employment with opportunities to achieve work that is personally significant and gives a sense of purpose and fulfillment

Outcome	Action	Evaluation	Timeframe	Unit Responsible
3.1 Promote career opportunities	Attend career expos that are focused on people with disabilities to explain work opportunities for people with disability	Survey of attendees	Year 3	Corporate and Community
3.2 Increase employment opportunities at Council	As part of the Workforce Management Plan include strategies that support people with a disability future employment opportunities	Strategy developed and implemented	Year 3	Corporate and Community
3.3 Work in partnership with disability employment agencies	Look for opportunities for people with disability to gain experience in the workplace	Partnership program established	Year 4	Corporate and Community
3.4 Provide volunteering opportunities	Develop a Volunteering Action Plan for People with Disability to ensure people with disability can volunteer with Council	Plan developed and opportunities promoted	Year 4	Legal and Civic
	Seek a representative as an Advisor to the Local Transport Forum	Person with disability appointed to provide advice to the Local Transport Forum	Year 2-4	Operations and Engineering
3.5 Seek grant funding to improve accessibility in the workplace	Apply for grants to ensure accessibility modifications are achieved to better support employment for people with disability	Accessible improvements	Year 1-4	Corporate and Community

Focus Area 4: Improving Access to Services Through Better Systems

Key Goal: Provide information and referral for people with disability to link them to services to support their needs

Outcome	Action	Evaluation	Timeframe	Unit Responsible
4.1 Online information provides assistance to people with disability	4.1.1 Council website is reviewed to ensure content useful and information is current and compliant with Web Content Accessibility Guidelines	Website reviewed and updated to ensure appropriate content and links to services. Survey responses that information is accessible from Council's website	Years 1-4	Legal and Civic Corporate and Community
4.2 Council Style Guide reflects inclusion in branding and marketing	4.2.1 Review and update Council style guide to ensure information provided in a range of formats	Style guide is updated to include accessibility	Year 4	Legal and Civic
4.3 Information and Referral	4.3.1 Community Development works in partnership with disability organisations	Customer enquiries re accessibility and service needs are met	Years 1-4	Corporate and Community
4.4 Council IT equipment and software supports people with disability to participate in civic governance	4.4.1 Council IT systems are evaluated to ensure accessibility	No barriers to participating in policy/strategy feedback, Council meetings and activities	Years 1-4	Corporate and Community

STRATHFIELD MUNICIPAL COUNCIL

DISABILITY INCLUSION ACTION PLAN 2025 - 2029



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StrathfieldEvents



StrathfieldTV

CCS6 STRATHFIELD GARDEN BEAUTIFICATION AND AWARDS PROGRAM

AUTHOR: Jack Britton, Manager Library and Community Services

APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That Council:

1. Notes the current initiatives of Council in encouraging garden beautification.
2. Approves the community Expression of Interest to run workshops and the production of additional information brochures that promote garden beautification.
3. Approves the inclusion of the Strathfield Beautiful Garden Competition as an award at the Community Christmas Party commencing in 2026.
4. Approves consideration of funding of \$1,000 for the Awards Program in the draft Budget 2026-2027.

PURPOSE OF REPORT

At the Ordinary Council Meeting 30 September 2025, Council resolved:

287/25

RESOLVED: (Cai / Reddy)

That Council:

1. *Prepares a report on opportunities to encourage and promote garden beautification within the Strathfield Local Government Area.*
2. *Investigates the feasibility of establishing an annual "Beautiful Garden Competition", to recognise and reward residents, schools, community organisations and businesses that contribute to a greener, more attractive, and sustainable local environment.*
3. *Considers options for categories of awards (e.g. best residential garden, best community garden, best sustainable garden, best commercial frontage, etc.).*
4. *Explores opportunities for the winners to be acknowledged as part of Council's end of year awards program, with the aim of launching the initiative before the next calendar year.*

This report is in response to the Council resolution.

REPORT

Following a Notice of Motion, Council staff explored opportunities to promote garden beautification and to establish the Strathfield Beautiful Garden Competition.

Garden Beautification

Currently Council produces:

- “Backyard Habitat” program which encourages creating native habitat gardens to enhance biodiversity, containing native plant recommendations.
- Promotion of the “Grow me instead” <https://www.growmeinstead.com.au/> website to identify plant species that can be planted that are not regarded as weeds.
- “Growing a Greener Strathfield” brochure which highlights the importance of street trees, native plants, native verges and the local landscape.
- Newly established “Classroom to Canopy” encourage engagement with schools to support planting new trees and caring for existing trees.

Additional information brochures would be prepared that aligned with the proposed award categories further encouraging residents to care for their gardens, increasing overall suburb beautification.

An Expression of Interest to be held for gardeners in community to host talks and workshops at the Strathfield Council Community Garden.

Strathfield Beautiful Garden Competition

Strathfield Council has recently committed to several new awards to be delivered in 2025; the Strathfield Beautiful Garden Competition will be included as an additional award to Council’s end of year awards program in 2026.

To further recognise the contributions of our community and businesses, around beautification of Strathfield the following categories are recommended:

Proposed Categories

1. **Individual Residential Garden (house/unit/townhouse)** - Recognising a household for their residential garden.
2. **Best Commercial Frontage** - Recognising contributions of commercial operations in Strathfield in beautifying the area.
3. **Sustainable Garden** – Encouraging and celebrating ways in which gardens can be managed sustainably.

Annual Awards Ceremony

Staff recommend integrating the awards presentation into the **Community Christmas Party** in late November 2026 to be included as part of the 30-minute stage segment that will highlight winners with short citations, trophies/certificates, and a group photo opportunity. Media coverage and community celebration will reinforce the awards’ purpose of inspiring civic pride.

Nomination Framework

- **Process:** Open public nominations through online and paper forms, with clear eligibility criteria. All materials will be accessible, including support in community languages.
- **Submissions:** These will be open for people to self-nominate only, must include clear information of the location and will need to have accompanying photographs of the garden.
- **Promotion:** Council will promote the awards through flyers, posters, social media, direct outreach, and local media to encourage nominations.

General Eligibility Criteria

- Applicant and garden must be in the **Strathfield** LGA.
- Only one category can be **applied** for by each applicant.
- All photos submitted **or** taken become the property of Council and can be used at their discretion.
- Strathfield **Councillors**, Council Staff, panel members and their respective families cannot enter.
- Unsuccessful **nominees** may be re-nominated in subsequent years.

Judging Process

- Nominations will be reviewed by an appointed judging panel comprising the Mayor, Deputy Mayor, two Councillors, two community representatives.
- The selection of recipients will be based upon the nominations received and information available to the judging panel at the time.
- An award does not have to be granted should the judging panel decide that no nominee fits the criteria sufficiently.
- If a nominee is selected in multiple categories, the panel will determine the most appropriate award category.

Terms and Conditions

- All nominations must be submitted by the advertised deadline. Late or incomplete nominations may not be considered.
- All nomination information and material submitted remains the property of Strathfield Council.
- A person may be nominated in multiple categories if eligible but may only receive one award.
- **By submitting a nomination, nominators consent to the nominee's name, category, and achievement summary being used in Council communications, media releases, and promotional materials.**
- **All personal information will be managed in accordance with Strathfield Council's Privacy Management Plan and relevant privacy laws.**
- Council reserves the right to withdraw an award if new information comes to light that may bring the awards into disrepute.

Council reserves the right to amend, postpone, or cancel the awards program at its discretion.

FINANCIAL IMPLICATIONS

Should Council approve the award, the source of the additional funding of an estimated \$1,000 for award materials (including certificate, trophies, promotion, information sheets, additional catering) will need to be considered for inclusion in the draft 2026-2027 budget.

ATTACHMENTS

There are no attachments for this report

CCS7 YOUTH ACHIEVEMENT AWARDS WORKING GROUP
AUTHOR: Jack Britton, Manager Library and Community Services
APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

1. That Council receives and notes the Terms of Reference for the Youth Achievement Awards Working Group.
2. That Council nominate and endorse two (2) Councillors to participate in the meetings of the Youth Achievement Awards Working Group.

PURPOSE OF REPORT

To present the Terms of Reference to engage with Rotary on Youth Achievement Awards and seek nomination and endorsement of two (2) Councillors to be members of the working group. This is responding to Resolution:

126/25

RESOLVED: (Cai / Reddy)

That to appropriately recognise the long-standing collaborative nature of this event and reaffirm our support for youth-focused community recognition, Council should:

- 1. Offer the Strathfield Town Hall for use annually, free of charge, for the hosting of the Strathfield Rotary Youth Achievement Awards.*
- 2. Encourage Rotary to apply for a Grant through Council's Grant Program.*
- 3. Establish an informal Youth Achievement Awards Working Group, comprising Councillors and staff representatives, equal in structure to other recent informal working groups for community events, to assist with planning and coordination.*

REPORT

These Terms of Reference set out the working groups, objectives, composition, responsibilities, reporting and administrative arrangements. Working in collaboration with Strathfield Rotary and their relevant committee that supports the Youth Achievement Awards.

The objective of the working group is to provide support in the planning and coordination of the annual Youth Achievement Awards.

Supporting The Youth Achievement Awards align with Council's broader strategic goals, including:

- Fostering youth engagement and leadership.
- Promoting social inclusion and community wellbeing.

- Aligning with the objectives of the Community Strategic Plan.

The awards foster civic pride and youth engagement, recognising young leaders who contribute meaningfully to the communities. The event will also strengthen collaboration between local schools, community organisations and Council.

FINANCIAL IMPLICATIONS

Council staff members to be members of the working group and provide secretariat support (i.e. develop the agenda, manage minute taking and reporting to Council) calculated to be 35 hours.

There are no additional financial implications.

ATTACHMENTS

1. [Youth Achievement Awards Terms of Reference](#)



Youth Achievement Awards Terms of Reference

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REVISED DATE	October 2025
REVIEW DATE	October 2030
REFERENCE	CCLCS- PRO-001
CM10 REFERENCE NUMBER	25/78752
REVIEW PERIOD	
This policy will be reviewed within five (5) years or more frequently as necessary to ensure it remains current and effective.	



Terms of Reference

Youth Achievement Awards Terms of Reference

1. Introduction

These terms of reference outline the Youth Achievement Awards working group's objectives, composition, responsibilities, reporting and administrative arrangements. Working in collaboration with Strathfield Rotary and their relevant committee that supports the Youth Achievement Awards.

This working group was established through the Resolution of Council on 27 May 2025.

2. Objective

The objectives of the working group are to:

- a) Provide support in the planning and coordination of the annual Youth Achievement Awards.
- b) Ensure the venue of Strathfield Town Hall is made available for the purpose of hosting the Youth Achievement Awards.

3. Composition

The working group consists of the following members:

Manager, Library and Community Services	Chairperson
Director, Corporate and Community	Sponsor
Manager, Communications and Events	Member
Coordinator, community Development	Member
Councillor	Member
Councillor	Member
Rotary Representative	Member
Rotary Representative	Member

4. Roles & Responsibilities

Youth Achievement Awards Working Group	<ul style="list-style-type: none"> • Contact the chairperson. • Make recommendations as to the planning and coordination of the Youth Achievement Awards. • Provide updates and when requested raise any Workplace Health & Safety concerns.
Manager, Library and Community Services	<ul style="list-style-type: none"> • Primary contact between Strathfield Council and Rotary, in regard to the Youth Achievement Awards.

5. Reporting

At each meeting the Rotary President will provide updates relevant to the progress of the Youth Achievement Awards.

The Chairperson will update the Council Executive on the working group's activities or any other notable matters arising.

6. Administrative arrangements

6.1 Meetings

**Terms of Reference****Youth Achievement Awards Terms of Reference**

- The working group will meet fortnightly.
- Additional meetings will be arranged if:
 - A significant unexpected issue arises
 - A working group member requests one from the Chairperson
- Working group meetings can be held in person or by Teams.
- A quorum will consist of a majority of members. Where the vote is tied, the chairperson has the casting vote.
- The chairperson of the committee will provide an agenda for each working group meeting.
- Each meeting is to be minuted as a record of considered actions and decisions.

6.2 Dispute resolution

Members of the working group should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

6.3 Minutes

For each meeting a Council Officer will be nominated to take minutes. Meeting minutes must be approved by the Chairperson and circulated to each working group member within 1 week of the meeting.

6.4 Further information

For further information on the working group, contact the Manager, Library and Community Services. Jack Britton: by email, jack.britton@strathfield.nsw.gov.au or by phone +612 9748 9685

CCS8 SMALL GRANTS - SECOND QUARTER 2025-2026
AUTHOR: Jack Britton, Manager Library and Community Services
APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

1. That Council receive and note the report.
2. That Council approve six (6) Small Grant recipients as recommended by evaluation panel.

PURPOSE OF REPORT

The purpose of the report is to provide Council with the outcome of the panel evaluations for the second quarter round of Small Grants.

REPORT

Council received six applications for the second quarter round of small grants.

The first application came from a Strathfield resident – representing Australia at the Ljubljana piano competition in Slovenia. The request aligns with the Celebrating Culture and Place Theme (3.2) in the current CSP.

The second application came from a local sporting club providing a service to the Strathfield Council Area. The service addresses the Community Wellbeing Theme (2.2) in the current CSP.

The third application came from a Non-for-Profit Organisation. Unfortunately, the project requesting funding did not clearly outline support to the Strathfield Council Area. As such the application did not meet the eligibility criteria.

The fourth application came from a Non-for-Profit Organisation which provided a service to the Strathfield Council Area. The service addresses the Community Wellbeing Theme (2.2) in the current CSP.

The fifth application came from a Strathfield resident – representing Football NSW at a coaching tour in Japan. The request aligns with the Community Wellbeing Theme (2.2) in the current CSP.

The sixth application came from a Not-For-Profit Organisation which provided a service to the Strathfield Council Area. The service aligns with the Community Wellbeing Theme (2.2) in the current CSP.

The seventh application came from a Not-For-Profit Organisation which provided a service to the Strathfield Council Area. The service aligns with the Celebrating Culture and Place Theme (3.2) in the current CSP.

Organisation/Individual	Key Objective	Request	Amount Requested	Recommended
Joshua Han	To represent Australia at the 2026 Ljubljana Festival International Piano Competition.	Funding toward transport, accommodation and food.	\$2,500	\$2000
MRP FC Incorporated	To provide equal access to men's soccer within the Strathfield LGA.	Funding for new playing kits for new members.	\$1,500	\$1,200
Lions Club Burwood and Strathfield	To support volunteers in serving their communities and promote connected communities.	Funding towards a SAMHITA (Indian classical dance) concert to take place in Bankstown.	\$2,500	\$0
Chitkala Centre of Culture and Philosophy	To support seniors in the local community who have little access to opportunities due to funding or mobility.	Funding towards venue costs and materials to host free subsidised yoga and meditation classes.	\$1,900	\$1,600
Amber Krebs	To represent Football NSW at a coaching tour in Japan.	Funding towards transport, accommodation and food.	\$2,500	\$2,000
Strathfield West Seniors Club	To support seniors to build supportive relationships in the community.	Funding towards a range of activities to be held in the local community.	\$2,000	\$1,600
Homebush West Public School P&C Association	To support student learning and wellbeing and fundraise for school improvements.	Funding towards purchasing a collection of books by indigenous author and STEM advocate Corey Tutt.	\$300	\$300

FINANCIAL IMPLICATIONS

Proposed Expenditure: \$8,700

Due to the number of applications and available funding at second quarter a proportion of funding per approved application is recommended.

Funding has been provided in the current budget.

Budget Item	Approved Budget	Expenditure To Date
Small Grant Program	\$20,000	\$0

ATTACHMENTS

There are no attachments for this report

CCS9 APPOINTMENT OF COMMUNITY MEMBERS ON WELLBEING ADVISORY COMMITTEE

AUTHOR: Jack Britton, Manager Library and Community Services

APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

1. That Council endorses the appointment of successful community members to the Wellbeing Advisory Committee.
2. That Council approve a second round of Expression of Interest for committee members to commence in February 2026 to fill vacant committee positions.

PURPOSE OF REPORT

To endorse appointment of Community members of the Wellbeing Advisory Committee.

REPORT

As per resolution 303/25 at Council Meeting on 30 September 2025, the Wellbeing Advisory Committee Terms of Reference were reviewed by Council and adopted. An Expression of Interest (EOI) process commenced in October 2025 and concluded on 3 November 2025 with 6 EOIs received.

As per the Wellbeing Advisory Committee Terms of Reference, a panel of Council officers was convened to review and select up to 12 applicants to be appointed as members of the Wellbeing Advisory Committee.

Panel composed of:

- Jack Britton – Manager Library and Community Services
- Elizabeth Bowmer – Community Development Officer
- Zinc Bosco –Community Development Assistant
- Ben Michel – Landscape Architect

Applications were given a score out of 10 based on responses to questions posed in the EOI:

1. What is your association with Strathfield community, professional background, skills, group associations or memberships, achievements etc.?
2. Why would you like to join the Wellbeing Advisory Committee?

All demonstrated a strong case for their inclusion on the Wellbeing Advisory Committee. Final selection of Community members for the committee to be endorsed are as follows:

1. Dinesh Khadka
2. Paula Nicolaas
3. Sambriddhi Neupane
4. Sarath Pamidiparthi
5. Sweta Gupta
6. Zong Shi Li.

This leaves vacant Committee positions and as per the Wellbeing Advisory Committee terms of reference should there be vacant positions new representatives can be sought. As recommended, this would commence in February 2026 after the summer holidays.

FINANCIAL IMPLICATIONS

Council staff members to be convenors and provide secretariat support to the committee (i.e. develop the agenda, manage minute taking and reporting to Council) calculated to be 20 hours per annum.

ATTACHMENTS

There are no attachments for this report

CCS10 CUSTOMER 'TIME-OUT' POLICY AND PROCEDURE
AUTHOR: David Vien, Manager Digital, Information and Customer
APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That the Councillors resolve the following:

1. That the Customer Time-Out Policy be placed on public exhibition for 28 days to invite community feedback. If no submissions are received, the Policy is to be adopted.
2. Where submissions are received, staff will report all feedback to Council for further consideration.

PURPOSE OF REPORT

To provide a Policy and Procedure that establishes a clear process for managing customers who exhibit aggressive, threatening or violent behaviour toward Council staff, Councillors or other patrons. The policy and procedure will apply across **all** Council services and facilities, including libraries, customer service centre community halls and parks.

REPORT

Every customer, regardless of any complaint or grievance, is expected to treat staff, contractors, Councillors and other patrons with respect. No frustration or “having an issue” justifies aggressive behaviour towards Council staff or others. The aim of the Policy and Procedure is to ensure a safe environment for Council staff and the public while still providing fair access to services where possible.

Draft Policy and Procedure Scope

This Policy covers any *unacceptable customer conduct* – such as verbal abuse, threats, harassment, or physical violence, and outlines steps to temporarily restrict the customer’s access (“time out”) based on the severity of the behaviour. It applies to all interactions with Council staff including in-person interactions, phone calls, and written communications.

Relevant Legislation and Obligations

- **Work Health and Safety (WHS) Laws:** Council has a legal duty to provide a safe workplace for staff. Under WHS legislation, violence and aggression from clients or the public must be managed like any other workplace hazard [safeworkaustralia.gov.au](https://www.safeworkaustralia.gov.au). This means the Council must take reasonably practicable steps to eliminate or minimize the risk of customer aggression to protect workers’ physical and mental wellbeing.
- **Local Trespass Laws:** The Council (as the occupier of public premises) has the right to refuse entry or remove individuals who threaten safety. For example, in New South Wales the *Inclosed Lands Protection Act 1901* empowers an occupier to direct a person to leave the premises and provides for

criminal or civil action if they trespass after being told to leave. In extreme cases, Council may invoke these powers to ban a violent individual (or one who threatens violence) from facilities.

- **Protection Orders:** If a customer's conduct includes personal threats or stalking of staff, legal measures can be pursued. Under the *Crimes (Domestic and Personal Violence) Act 2007* (NSW), an apprehended violence order (AVO) may be sought to protect staff from further harassment or threats. This would legally restrict the aggressor's contact or proximity to staff.
- **Ombudsman/Model Policies:** Government guidelines (e.g. NSW Ombudsman's *Managing Unreasonable Complainant Conduct* manual) support restricting services for extreme behaviour. They advise that agencies may modify or withdraw services when a person's conduct is unmanageably aggressive, threatening or violent. However, if the service is essential to the person's welfare, alternatives to a full ban should be considered (such as providing the service under supervision or via a different communication method).
- **Human Rights/Anti-Discrimination:** Council will enforce this policy in a way that is consistent with equal opportunity laws. All customers are held to the same behavioural standards. (If a customer's misconduct is linked to a disability or mental health issue, the Council may take this into account in deciding how to manage the situation, but it will not excuse violent or threatening behaviour. Safety remains paramount).

Examples from Other Councils (Benchmarking)

Research shows that many other Councils and public service agencies have similar policies for managing violent or unreasonable customer conduct:

- **Brimbank City Council (VIC)** – Brimbank Libraries use a stepped approach: staff give **verbal warnings** for inappropriate behaviour, and if it continues, the patron is asked to leave for a "time-out" period (remainder of the day or up to 24 hours) sydneyweeds.org.au. During the time-out, the patron's library card access can be suspended so they cannot borrow items or use library computers until the ban lifts sydneyweeds.org.au. Further misconduct can lead to longer bans or formal exclusion.
- **City of Sydney (NSW)** – The City of Sydney's *Unreasonable Conduct by Customers Policy* (2020) provides a framework very similar to this policy. It stresses the safety of staff and efficient use of resources, and outlines strategies like limiting a disruptive person's contact with certain methods or times. Notably, it allows for **restricted face-to-face service** for violent or aggressive individuals – for example, requiring them to attend by appointment only, or only when security is present cityofsydney.nsw.gov.au. In extreme cases, Sydney's policy permits **banning the customer from all City premises**, with only alternate forms of contact (such as "writing only") allowed. This is done when necessary to prevent harm and is consistent with the approach described in the attached procedure.
- **Sutherland Shire Council (NSW)** – (Draft policy as of 2023) Also adopts the NSW Ombudsman's framework. It explicitly mentions options including **temporary or permanent bans from Council premises** and limiting the customer to written communication. They emphasize careful consideration before imposing a ban and the need to give written notice to the person.
- **Tasmanian and SA Councils** – Sorell Council (TAS) and several South Australian councils (e.g., Mid Murray Council, District Council of Grant) have recently implemented "Unreasonable Customer

Conduct” procedures based on the NSW Ombudsman model [sorell.tas.gov.au/dcgrant.sa.gov.au](https://www.sorell.tas.gov.au/dcgrant.sa.gov.au). These policies include measures such as warnings, designated contact people, and as a last resort **barring the person from facilities** for serious misconduct. For instance, the District Council of Grant’s policy (2023) lists “*banning the customer from attending our premises altogether*” as an available action, alongside other controls like only communicating through a representative [dcgrant.sa.gov.au](https://www.dcgrant.sa.gov.au). Most of these policies require a senior manager’s approval for long bans and set a review period (often 12 months) to reconsider the restriction [mid-murray.sa.gov.au](https://www.mid-murray.sa.gov.au).

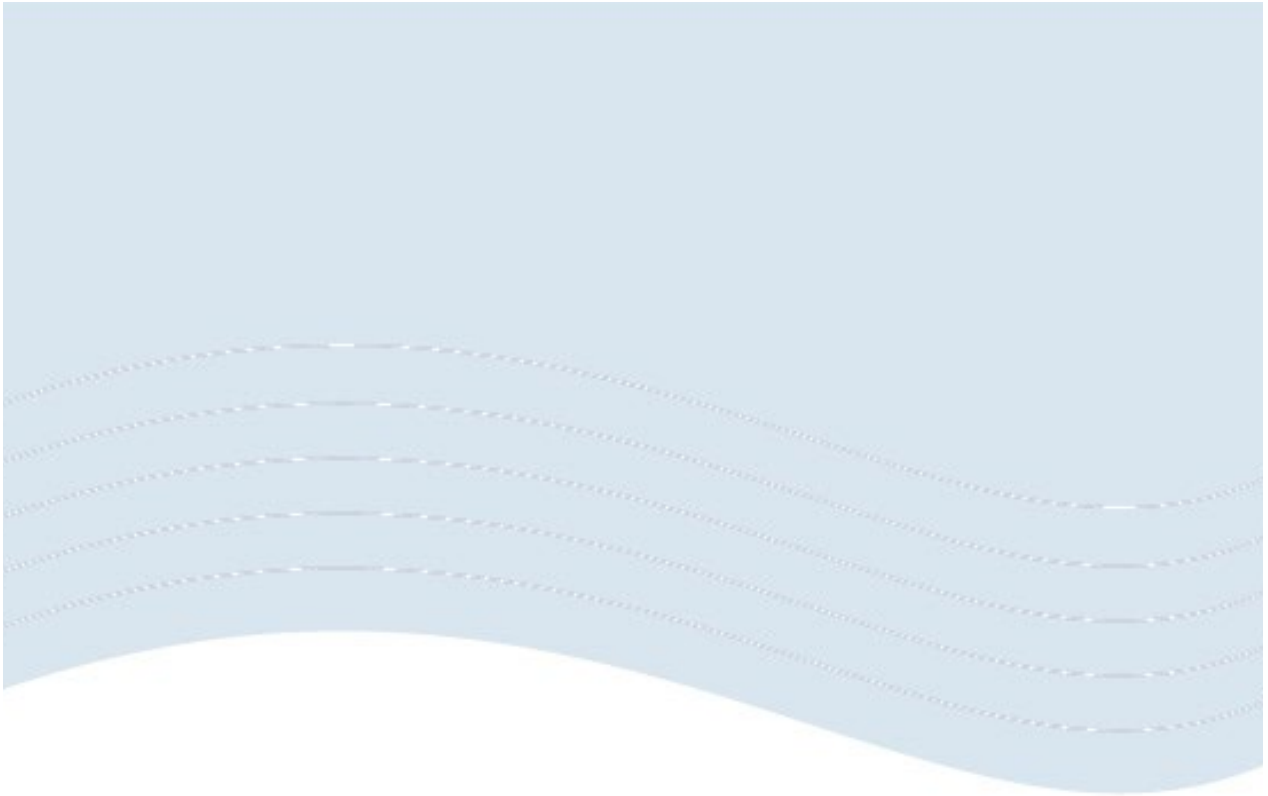
The consistent theme is a **tiered response**: warn first, then temporarily remove (time-out), and escalate to longer exclusions if needed, always documenting and communicating the decisions. This approach has been effective in maintaining safe and respectful environments in libraries, customer service centres and other public-facing services.

FINANCIAL IMPLICATIONS


The policy and its development can be managed within the 2025-2026 Annual Budget.

ATTACHMENTS

1. [Time Out Policy](#)



TIME OUT POLICY

	TIME OUT POLICY
DATE ADOPTED	SEPTEMBER 2025
REVISED DATE	SEPTEMBER 2025
REVIEW DATE	SEPTEMBER 2030
REFERENCE	CCDIC-POL-003
CM10 REFERENCE NUMBER	25/77664
POLICY OWNER	Manager Digital Information & Customer
ASSOCIATED POLICIES & PROCEDURES	Dealing with Aggressive Customers Policy & Procedure Time Out Procedure CCDIC-PRO-003
ASSOCIATED LEGISLATIONS	<i>Workplace Health and Safety Act 2011 (NSW)</i> <i>Enclosed Lands Protection Act 1901 Commonwealth</i> <i>Crimes (Domestic and Personal Violence) Act 2007 (NSW)</i>
REVIEW PERIOD	
This policy shall be reviewed and updated up to five (5) years or more often as necessary to ensure relevance.	

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1. PURPOSE

The purpose of this policy is to set out Council's approach to managing aggressive, threatening, or violent behaviour from customers or visitors. It establishes clear expectations for respectful conduct, outlines the actions Council may take when behaviour is unacceptable, and ensures the safety, wellbeing, and dignity of staff, councillors, and community members while accessing Council services or facilities.

Council is committed to providing accessible and respectful services to all customers. However, abuse directed at staff, councillors, or others will not be tolerated. Aggressive, threatening, or violent behaviour by customers or visitors to Council premises is unacceptable. Everyone, staff, councillors, and community members alike, has the right to be treated with courtesy and to work or do business free from intimidation.

In line with this Council notes the following:

Zero Tolerance for Violence: "Any behaviour that threatens safety will result in immediate action, such as asking the person to leave, contacting police, or issuing a Time-Out.

Fair Warning (when feasible): In most cases, staff or councillors will provide a warning if a customer's behaviour is inappropriate, giving them the opportunity to stop. However, if behaviour is extremely dangerous or unlawful, Council may act immediately to restrict the person's access without warning to protect safety. Where the incident occurs in a public place, police will be contacted without delay. In such cases, a formal decision to restrict access to Council premises, officials and officers will be made and communicated to the customer in writing as soon as possible.

Consistency and Equity: This policy applies to all customers across all services. No matter how valid a customer's underlying issue or frustration might be, it does not excuse harassment or violence toward staff.

Proportional Response: Any Time-Out on a customer's access will be proportionate to the behaviour and its impact.

Support for Staff: Council will support staff and Councillors in enforcing this policy. Staff and Councillors will be trained in de-escalation techniques and post-incident support will be made available.

2. SCOPE

This policy applies to all Council staff, contractors, councillors, and customers. It covers interactions across all Council-operated services, facilities, and communication channels, as well as behaviour within public Council spaces.

3. POLICY OBJECTIVES

- a) Ensure the safety and wellbeing of Council staff and patrons.

- b) Provide a consistent, fair approach to managing aggressive or violent customer behaviour.
- c) Support staff in managing incidents professionally and confidently.
- d) Comply with legal and ethical responsibilities to maintain a safe workplace.

4. ROLES & RESPONSIBILITIES

Role	Responsibilities
All Council Staff, contractors, supervisors, Councillors	Identify and report aggressive behaviour; issue warnings and enact Time-Out procedures as trained.
Managers	Review incidents, determine the appropriate response duration, and issue formal communications regarding Time-Outs.
Directors	Provide approval to Managers to issue Time-Outs.
General Manager	Endorse policy and oversee appeals or escalated cases.
Rangers	Provide planned support to staff or councillors in situations where a customer is expected to display aggressive behaviour that, while not violent or overtly threatening, may still cause concern or should be approached with caution.

5. DEFINITIONS

Term	Definition
Time-Out	A temporary restriction placed on a customer's access to Council services or premises due to inappropriate behaviour.
Aggressive Behaviour	Includes shouting, swearing, intimidation, threats, or physical actions. It also covers similar behaviour directed through phone calls, emails, or other communication channels.
Immediate Time-Out	An action taken without warning in response to dangerous or unlawful behaviour.

6. POLICY APPLICATION

6.1 Incident Response

- a. **De-escalation:** Staff or councillors will make reasonable effort to de-escalate the situation by issuing a clear verbal warning.
- b. **Removal from Location:** If the behaviour continues or escalates, the customer will be asked to leave the premises. Where the incident occurs in a public setting, the staff member or councillor may instead remove themselves from the location.
- c. **Police Involvement:** In severe cases, where behaviour is unlawful or presents a threat, police may be contacted. This may be done by any staff member, councillor or by a member of the public in the presence of others who are being threatened or witnessing the behaviour.

- d. **Incident Reporting:** An incident report will be completed and submitted through Council's Incident Reporting System. Appropriate follow-up actions will be taken in line with Council's Time Out Procedure.
- e. **Review and Escalation:** The responsible Manager will assess the incident and determine if further restrictions are required. If so, they will prepare a recommendation for the Director's approval. Once endorsed, the Manager may issue a formal written notice to the customer, setting out the duration and conditions of any extended restriction or Time-Out.

6.2 Time-Out Duration

- a. **Minor incidents:** Time-Out for the remainder of the day.
- b. **Moderate incidents or repeated behaviour:** 1–4-week suspension.
- c. **Severe or violent incidents:** extended Time-Out with specific processes to enable further service from Council, subject to review.

Note: Time-out durations must be proportionate and documented.

6.3 Review and Appeal

- a. Customers may appeal extended restrictions in writing to the General Manager.
- b. Appeals will be reviewed, and a response issued within 10 working days
- c. Long-term Time-Outs will be reviewed annually.

6.4 Staff Support

- a. Debriefings and support services are available following serious incidents, staff may contact Council's People Experience team to receive advice on services available.
- b. Ongoing training will be provided on conflict resolution and policy procedures.

CCS11 COMMUNITY CONSULTATION OUTCOMES - PROPOSED SUBURB BOUNDARY
CHANGE

AUTHOR: Xue Sun, Senior Spatial Analyst

APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

That Council:

1. Receive and note the feedback received from the community consultation.
2. Not proceed with submitting the proposal, as the feedback received during community consultation does not provide sufficient support to justify progressing the boundary change proposal to the Geographical Names Board (GNB).

PURPOSE OF REPORT

The purpose of this report is to inform Council about the community consultation undertaken regarding the proposed boundary changes and to provide a summary of the feedback received from residents and stakeholders.

At this stage, it is recommended that the proposal is not submitted, as the feedback received through community consultation does not offer a strong enough foundation to advance proposal one to the Geographical Names Board (GNB).

Further consideration and discussion of alternative options are required before any decision on the next steps can be made.

REPORT

To ensure a broad range of community perspectives were captured, Council implemented a variety of engagement methods. The following outlines the approaches taken to invite and collect feedback from residents and stakeholders:

- The main platform advertised to gather community feedback was via the Have Your Say (HYS) [page](#). Clear information was provided on the HYS page, including a FAQ section, to explain the proposal and reduce confusion.
- Council's social media platforms ([Facebook](#), [Instagram](#), [LinkedIn](#)) were used to receive community feedback on the proposed suburb boundary name change.
- Brochures with QR codes were made available for residents and visitors to the Townhall Customer Service and Library sites.
- [eNews](#) and Printed [newsletters](#) were organised to promote the proposal.

- Corflute signs (including Korean and Chinese translations) were placed in key locations within affected areas to maximise engagement.
- A dedicated brochure advertising the proposal was added to the July rates notice.
- A Town Hall [meeting](#) was held on 4 September 2025, providing an opportunity for residents to attend in person and voice their opinions on the proposed change.

FEEDBACK RESULTS

After implementing these engagement methods, Council gathered valuable insights from the community. The responses received reflect a broad spectrum of views regarding the proposed suburb boundary name change. To illustrate the range of opinions, the table below presents a breakdown of responses, classifying them as “For”, “Against”, or “Unclear” across various channels, including social media, the Have Your Say platform, submissions to the Council inbox, and results from the petition.

Platform	For	Against	Unclear	Petition – Alternate Version 1	Total Feedback Received
Social media	15% (8)	74% (40)	11% (6)	~	100% (54)
Have Your Say	58% (369)	40% (256)	2% (12)	~	100% (637)
Council Inbox	43% (19)	52% (22)	5% (2)	~	100% (43)
Petitions	~	~	~	100% (348)	100% (348)
Combined Results	36.6% (396)	29.4% (318)	1.9% (20)	32.1% (348)	100% (1082)

Note 1. *If the petition results are excluded from the overall feedback and considered across only the following platforms - Have Your Say, social media and Council inbox, then the proposal outcomes would be as follows:*

- 54% in support
- 43% opposed, and
- 3% unclear out of a total of 734 responses.

Note 2. *If the petition results are included, this would change the results as follows: 36.6% in support of the original consulted proposal, 29.4% opposed, 1.9% unclear, and 32.1% supporting a boundary extension out of a total of 1,082 responses.*

Note 3. *Information regarding the petitions noted above is outlined in further on page 5 of this report, i.e. Petition – Alternate Version 1.*

All feedback received prior to the closing date is summarised below.

Main Arguments for the Change

1. Simplification of addresses, clarity for navigation

- Reduce misdirected visitors, tradies, mail, taxis, deliveries, emergency services.

- “You’ll know which side of the tracks to go to.”
- 2. Clear, defensible boundary at the railway
 - The rail corridor is a simple, permanent divider that “makes sense on a map and on the ground.”
 - Removes weird zigzags that split streets mid-block.
- 3. Aligns with community identity and infrastructure
 - Houses south of the railway are more similar in character to those in Strathfield.
 - Many residents south of the railway regularly access Strathfield facilities such as schools, churches, library, plaza, and station; the suburb name should match this lived reality.
- 4. Heritage & character protection by clarifying identities
 - Separates the quiet, heritage streets south of the line from the high-density growth to the north, reducing pressure for incompatible development.
 - A clearer identity can attract investment and upkeep; some argue the change will improve perceptions and local business patronage.
- 5. Property & Investment Benefits
 - Some support the change because the “Strathfield” name is perceived as more prestigious and would have a positive impact on property values.

Main Arguments Against the Change

1. Creates more confusion & disruption to daily life
 - “Homebush” schools and station would sit in “Strathfield”, misleading for visitors.
 - Fear of confusion for emergency services during the transition period.
2. Administrative burdens
 - Residents must change addresses with banks, ATO, licences, insurers, share registries, etc.
 - Anecdotes of past renames causing lost mail/unclaimed funds; older residents may struggle.
 - Council underestimates the number of services that needs to be notified.
3. Heritage & community identity of Homebush
 - Homebush Village’s historic brand would be diluted; people are attached to “Homebush” as a place and story, which is tied to its schools and community landmarks.
 - In recent times, Council has been proactive in encouraging community spirit in the local Homebush Village focused on the shopping centre. How can changing Homebush to Strathfield continue to encourage Homebush Community identity?
4. Questioning rationale, evidence, and motives
 - “Where’s the study?” Claims of thin evidence from Council.

- Belief that the change is driven by developers and real estate interests, designed to inflate property prices rather than serve residents.

5. We don't experience the problem

- Long-time residents report few (or no) navigation/ambulance delays in reality; GPS already solves confusion.

6. Weak Justification for railway line boundary

- Suburbs are typically defined by major features but rarely by railway lines. In most cases across Sydney, the suburb name remains the same on both sides of a train station and major roads.

7. Effects on property values

- Residents who paid a higher price to move to a Strathfield address post code worry their properties will be devalued by the boundary extension.
- Homebush offers buyers more affordable property in a sought-after area with good schools and sporting facilities, changing the suburb would remove this opportunity.

8. Cost/impact on local businesses

- Shops branded "Homebush" would bear change costs for little benefit.

Neutral/Unclear Comments

A small portion of feedback was either:

- Seeking clarification about impacts on schools, voting, and addresses.
- Expressing mixed feelings, e.g. concerned about potential heritage loss but open to simplification.

Requests for amendments / adjustments to the proposal

A number of other various ideas or alternative solutions / adjustments were also suggested by respondents to initial proposal through the community consultation process, these were as follows:

- Several "For" submissions ask to extend the line slightly (e.g. Centenary Dr, Loftus Crescent, parts of Hampstead Rd) so the boundary is cleaner and more inclusive.
- Approach the GNB submission in two stages:
 - Stage 1: rename the affected area south of the railway line from Homebush to Strathfield.
 - Stage 2: rename Homebush West north of the railway to Homebush and Homebush West south of the railway and west of Airey Park to Strathfield West.
- Rename the area of Homebush north of the railway to "Homebush North". Giving it an opportunity to establish its own identity as it undergoes considerable change and redevelopment.
- Rename the area of Homebush south of the railway to "Homebush South" (rather than "Strathfield").
- Make Homebush West "Flemington" to match the markets/station.

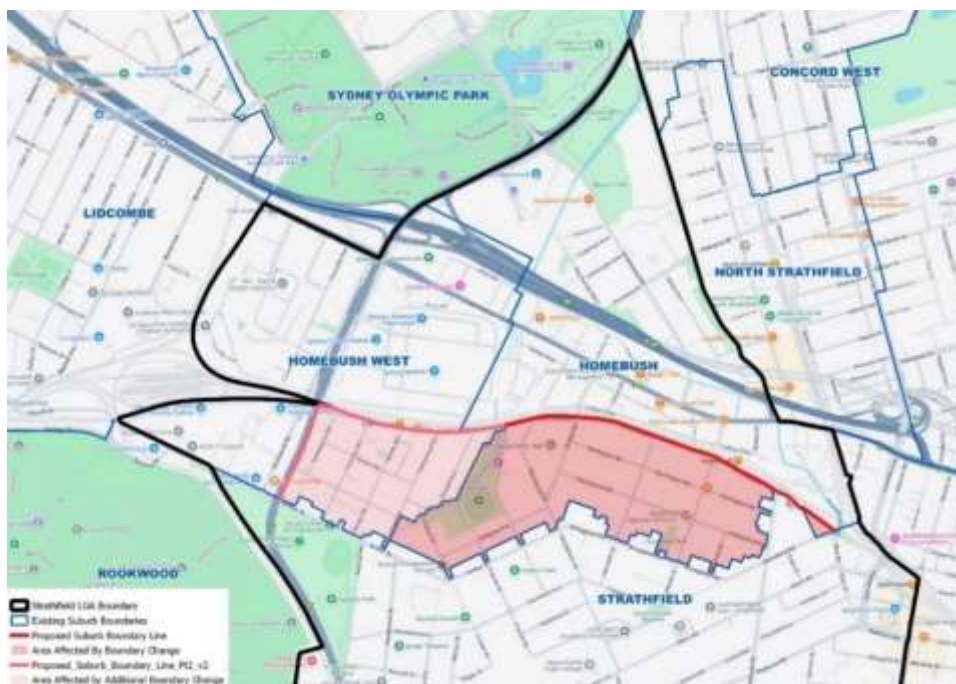
- If Council considers that the area south of the railway line has an unclear identity, it could use signage, murals and other indicators to clearly state 'Homebush'.

Petition (Alternate Version 1)

During the community engagement a petition, supported by 348 signatures from Homebush West residents, called for a boundary adjustment to incorporate the southern section of Homebush West (south of the railway line, extending to Centenary Drive) into Strathfield.

The benefits stated include:

- Elimination of confusion related to addresses in the Homebush West area.
- Improved navigation for residents and visitors.
- Better alignment of suburb names with community identity and infrastructure.
- Clearer and more easily understood suburb boundary lines.



TOWN HALL MEETING

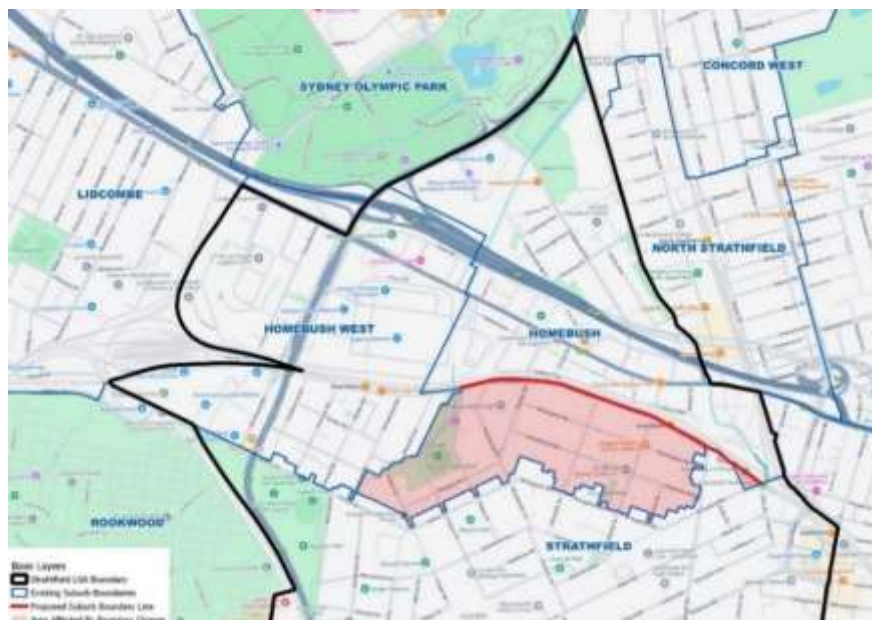
The Town Hall meeting on 4 September 2025 addressed several key concerns raised in the consultation processes so far:

Concerns	Council's Response
1. Lack of demand for change	The anticipated high-rise developments in the north under the Transit Oriented Development (TOD) program prompted consideration of a boundary realignment to maintain community cohesion and protect heritage areas on the southern side.
2. Heritage Protection	Clr Baladi (Mayor during consultation period) raised concerns that if the southern area remains grouped with the northern high-rise zone, it's unique historical character could be diluted or lost.
3. Confusion Over Names	Examples of naming inconsistencies across Sydney were highlighted, such as Flemington Station being in Homebush West and Strathfield Library located in Homebush, while Homebush itself is more associated with Olympic Park. This was seen as a normal occurrence and should not impede the boundary change.
4. Waste of Money	Clr Baladi (Mayor during consultation period) has noted that the \$25,000 budgeted for the process could be recovered through expected growth in rates revenue from higher property values.

Several varying boundary proposals were discussed in the Town Hall meeting:

Proposal 1. (The original proposal and basis for consultation)

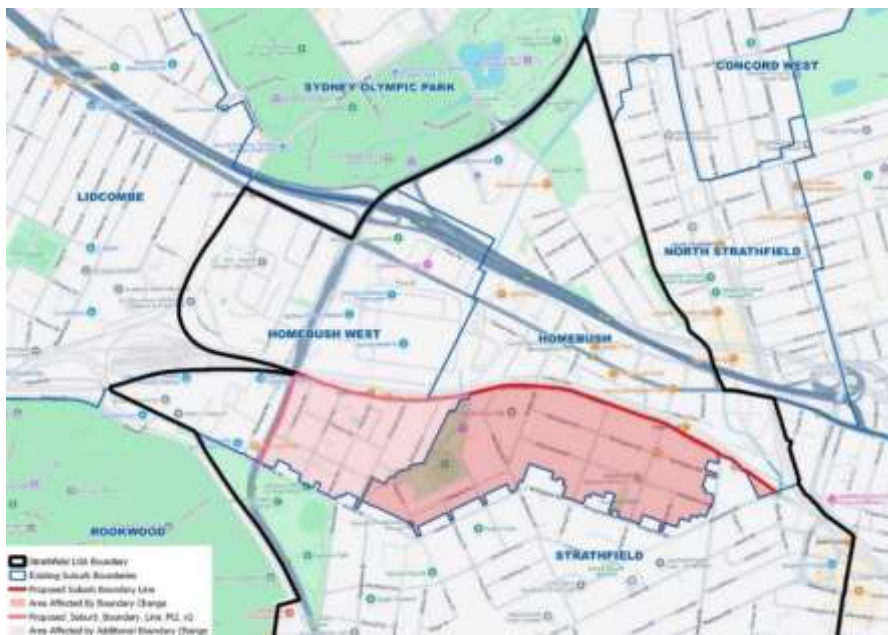
Area of Homebush south of the railway line currently named Homebush will be converted to Strathfield.



ALTERNATIVES

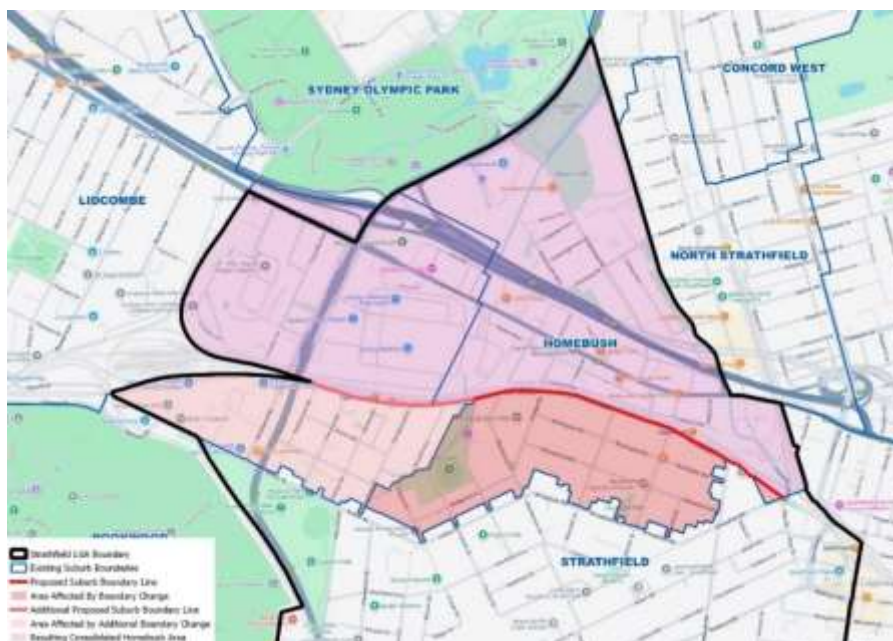
Alternate Version 1. (Further expansion)

In response to the petition from residents who felt excluded and argued that southern Homebush West has little connection to the Homebush name, "Alternate Version 1" was developed to extend the boundary to up to Centenary Drive south of the railway.



Alternate Version 2. (Consolidate north of the railway)

Further building on this idea, it was suggested that the remaining part of Homebush West north of the railway be merged into Homebush. This would create two larger suburbs: Strathfield and Homebush, and prevent leaving a small, isolated fragment of Homebush West.



Alternate Version 3. (Clr Baladi's (Mayor during consultation period) version)

This version excludes the Homebush town centre, allowing the commercial district around Homebush Station to retain its original identity.



Support for Proposal 1 (*The original proposal and basis for consultation*)

- The Homebush Residents Group believes this proposal meets GNB criteria by following a natural boundary at Airey Park consistent with the parish line. They consider “Alternate Version 1” unlikely to gain approval. The group argues that residents outside the affected area will benefit financially as rate growth will be cross subsidised by properties moving into Strathfield.
- One participant **supported Council's foresight in anticipating TOD-driven change**. They argued the proposal would limit two-storey manor homes with an FSR of 0.8:1 south of the railway, helping preserve local character and bolstering community resistance to future identity changes. At present, second-tier TOD provisions allow such development applications in the southern area.
- Some felt record updates could be managed gradually, noting that mail would still reach the old address after the change. Residents could be supported by community volunteers with administrative experience.

Support for Alternative Version 1

- Petitioners emphasised that reclassification could boost the value of local businesses, which in turn provide jobs for Strathfield residents.
- It was observed that the character of Homebush West has evolved over time. While it may have been distinct in the past, it is now very similar to that of Homebush south of the railway line. Therefore, any changes affecting Homebush should also extend to include Homebush West. Furthermore, if the

southern part of Homebush is renamed to Strathfield, it would be illogical for a separate "Homebush West" to remain south of the railway line.

- One owner, who pays the same rates in both Homebush West and Strathfield, argued this undermines the case for different suburb names and supports including Homebush West in the boundary.

Opposition and Scepticism:

- Some attendees questioned the premise of the change, stating there has been no confusion over suburb names in decades.
- An opponent disputes the \$25,000 cost estimate, arguing that actual costs will be higher. They stress residents are more concerned with current rates than potential property value gains.
- Concerns were raised for elderly residents about the burden of updating records and IDs, with doubts that Council has the resources to provide direct assistance.
- Belief that additional proposals create confusion and reflect a lack of clear direction.

RATIONALE

With reference to the report at the March Council Meeting, "CCS4 – Report on Possible Geographical Names Board Application", Council would need to demonstrate the need to change that might include:

- a) Address confusion – does it make sense for resident, visitors, workers and emergency service providers for this part of Homebush to be renamed as Strathfield. Has there been instances where the public have complained that being part of Homebush has impacted them?
- b) Connection – does the community in that area identify more with Strathfield than Homebush. What evidence can we supply to support this?
- c) Boundary lines – does it make more sense for the Boundary line to follow the lines proposed – do the proposed lines make the demarcation between suburbs easier for the public to understand?

Whilst community feedback demonstrated support for the above points, feedback across all consultation channels indicated that support for the original proposal is not sufficient to demonstrate a clear community mandate, and Council may find that any similar adjustment or further proposal will likely garner a similar response from the community.

Without the petition results, community feedback leans narrowly in favour of the original proposal. Of the 734 total respondents, 396 (54%) supported the proposal, 318 (43%) opposed, and 20 (3%) were unclear. Although there is a numerical majority, the margin of 78 respondents (10.6%) is too narrow to demonstrate overwhelming support for the proposed boundary change.

The petition, seeking an alternative boundary, further shifts the overall sentiment. When all feedback sources are combined (1,082 total responses), support for the original boundary change falls to 36.6%, with 29.4% opposed through non-petition channels, 1.9% unclear and, a further 32.1% supporting the "Alternate Version 1" proposal.

The final combined dataset (including petitions) does not demonstrate a decisive majority for proceeding with the original boundary change, particularly for a change that:

- Affects community cohesion and identity
- Requires administrative updates by residents (rates, addresses, licensing, etc.)
- Carries long-term financial implications.

Opposition was particularly strong across Council's inbox and social media, where 52% and 74% of participants respectively opposed the proposal. This pattern indicates a divided community and a proposal that lacks broad consensus. It is also important to note that the GNB requires boundary-change applications to demonstrate a higher level of community support than what has emerged through this consultation process.

FINANCIAL IMPLICATIONS

Total expensed to date: \$2,324.17 (inc. GST) out of an approved budget \$25,000.

ATTACHMENTS

1. Have Your Say Page Responses - *Circulated in Under Separate Cover Attachments document*
2. Social Media Responses - *Circulated in Under Separate Cover Attachments document*
3. Part 1 - Petition Signatures - *Circulated in Under Separate Cover Attachments document*
4. Part 2 - Petition Signatures - *Circulated in Under Separate Cover Attachments document*
5. Part 3 - Petition Signatures - *Circulated in Under Separate Cover Attachments document*
6. Combined Responses Classification - *Circulated in Under Separate Cover Attachments document*
7. Presentation - Community Consultation Feedback - *Circulated in Under Separate Cover Attachments document*
8. Strathfield Independents - Submission Proposed Suburb Boundary Change Homebush (South of Railway) - *Circulated in Under Separate Cover Attachments document*
9. Homebush Residents Group Boundary Change Submission - *Circulated in Under Separate Cover Attachments document*
10. Letter of Objection to Homebush Renaming Proposal SHDHS September 2025 - *Circulated in Under Separate Cover Attachments document*

PE1	AMENDMENT TO COUNCIL'S 2025/2026 FEES AND CHARGES TO REFLECT CHANGES IN NSW FOOD REGULATION 2025 FEE SCHEDULE UNDER THE FOOD ACT 2003 (NSW) - POST EXHIBITION REPORT
AUTHOR:	Michael Alexander, Coordinator, Compliance & Regulatory Services
APPROVER:	Paul Reid, Director Planning and Environment

RECOMMENDATION

1. That the proposed amendments to Council's Fees and Charges 2025-2026 to reflect the introduction of new fees as prescribed by the *NSW Food Regulation 2025* under the *Food Act 2003 (NSW)*, be adopted.
2. That the proposed amendments to the existing Fees and Charges be adopted.

PURPOSE OF REPORT

At the meeting of Council 30 September 2025, new fees as well as amendments to existing fees were presented for the review of Council.

307/25

RESOLVED: (Baladi / Cai)

That:

1. Council amend the Council's Fees and Charges 2025-2026 to reflect the introduction of new fees as prescribed by the *NSW Food Regulation 2025* under the *Food Act 2003 (NSW)*.
2. Council amend the Fees and Charges 2025-2026 to reflect changes to existing fees as prescribed by the *NSW Food Regulation 2025* under the *Food Act 2003 (NSW)*.
3. Council resolve to place the proposed amendments to the fees and charges on public notice for twenty-eight (28) days, in accordance with section 610F of the *Local Government Act 1993 - Public Notice of Fees*.
4. Council note that a further report will be provided to:
 - i) Outline any submissions made during the public notice period; and
 - ii) Seek Council determination of the amount of the fees.

The *NSW Food Regulation 2025* prescribes fees and charges under the *Food Act 2003 (NSW)*. Council's 2025/2026 Fees and Charges are required to be amended to reflect recent changes to the *NSW Food Regulation 2025 (the Regulation)* under the *Food Act 2003 (NSW)* which came into effect on 1 September 2025. This report seeks approval to implement the changes and amend relevant wording in Council's Fees and Charges for the 2025/2026 financial year.

REPORT

Since the adoption of Council's Fees and Charges 2025/2026 which came into force on 1 July 2025, the *NSW Food Regulation* charges under the *Food Act 2003 (NSW)* have been amended and take effect from 1 September 2025.

Amendment to Council's 2025/2026 Fees and Charges to Reflect Changes in NSW
Food Regulation 2025 fee Schedule under the Food Act 2003 (NSW) - Post
Exhibition Report (Cont'd)

The Regulation prescribes a number of new fees relating to the operation of food businesses. Existing fees have been amended to reflect CPI increases and industry standards. There have also been a number of fee changes in regards to penalty notices under the *Food Act 2003 (NSW)* and the Food Standards Code. **Amending Council's Fees and Charges will bring Council into line with industry standard and ensure cost recovery for Council.**

As resolved, the draft Fees and Charges were placed on public exhibition for a 28-day period and one submission was received.

The submission outlines concerns that the additional fees will be placed on small businesses in Strathfield. In this instance, fees relating to Food Premise Inspections are all regulated and cannot be changed by council. Council does not have discretion to alter legislated fees.

The draft Fees and Charges as shown below are now submitted for adoption by Council.

Service	Fee Type	Current Fees and Charges	Proposed Fees and Charges
School Canteens (annual administration fee including 1 inspection) <i>Cost Recovery</i>	User Fee	\$267	\$374
Food premises – Annual Administration Fee (Medium and High Risk)	Regulated	\$390	\$390
Inspection Fee (per inspection)	Regulated	\$250	\$340
Improvement Notice under <i>Food Act 2003</i>	Regulated	\$330	\$565
Mobile Food Vending Vehicles (including Sydney Markets) (registration fee including 1 inspection)	Regulated	\$350	\$374
Temporary Food Stalls Registration Fee (single event)	Regulated	\$100	\$107
Temporary Food Stalls Registration Fee (12 months – multi events)	Regulated	\$350	\$374
Homebased Food App (per Inspection)	Regulated	\$100	\$107
Certificate of Clearance Food Act	Regulated		\$500
Annual Administration Charge (Non-licensed Food Business) <ul style="list-style-type: none"> Full Time Handlers less than 5 More than 5 but not more than 50 More than 50 	Regulated		\$570 \$1170 \$5115
Inspection of Non-licensed Food Businesses	Regulated		\$370 per hour

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

- [1. Fee Change Submission](#)

[REDACTED]

From: [REDACTED]
Sent: Wednesday, 1 October 2025 6:00 PM
To: Strathfield Municipal Council
Subject: Feedback on the proposed changes to the Building Compliance fees and charges.

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Registered

I am very concerned that the proposed increases in food premises fees will place yet another burden on small businesses in Strathfield.

Already, many small businesses have been forced to close in recent years, and continually increasing fees, fines, and compliance costs only accelerates this trend. For example:

- A **small café** could face an **annual admin fee (\$390)** plus at least **two inspections a year (\$680 total)**, meaning **over \$1,000 per year in fees alone**—before even paying rent, wages, utilities, or stock.
- A **school canteen** will see its fees jump from **\$267 to \$374**—a 40% increase, even though these canteens are often run on tight budgets and for community benefit, not profit.
- A **mobile food vendor** who works weekend markets would need to pay **\$374** just for registration, plus \$340 per inspection. For small operators, that's an enormous upfront hit.

When you add these fees on top of skyrocketing rents, energy bills, insurance, payroll tax, and GST, it becomes impossible for many local businesses to survive.

We cannot expect Strathfield to attract and retain quality businesses if every aspect of running a business is made more expensive year after year. These increases don't just discourage entrepreneurship—they kill it. They punish the very "underdogs" who bring vibrancy and character to our community.

I strongly urge Council to reconsider these proposed increases, and instead explore ways to support and encourage local businesses rather than making it harder for them to exist.

[REDACTED]

PE2 RANGER OPERATIONS & RESPONSIBILITIES WITHIN STRATHFIELD LGA
AUTHOR: Paul Reid, Director Planning and Environment
APPROVER: Michael Mamo, General Manager

RECOMMENDATION

That Council note the report.

PURPOSE OF REPORT

To provide an overview of all activities undertaken by regulatory staff across the Local Government Area (LGA).

REPORT

Background

At the Ordinary Council Meeting 28 October 2025, Council resolved:

328/25

RESOLVED ON THE NOTICE OF MOTION BY COUNCILLOR ESTHER KIM

Moved by: (Reddy / Baladi)

That Council prepare a report to a future Council Meeting that provides the following information:

- *The current number of Rangers employed*
- *The specific areas/tasks to which they are assigned*
- *The average hours worked and the typical workload (based on tasks) associated with their duties*

Structure of Regulatory Services

Regulatory services currently sit within the Resilience, Compliance & Commercial business unit and are managed by the Coordinator Building, Compliance & Regulation.

There are currently two regulatory teams, each with a Senior Ranger, 2x Rangers and 2x Parking Officers including casuals, as required.

The existing structure for regulatory services includes (Total Staff = 11 Fulltime + 2 Casuals);

1. 2x Senior Rangers (35hrs/week)
2. 4x Rangers (35hrs/week)
3. 4x Parking Officers (35hrs/week)
4. 1x Night Ranger (35hrs/week) – (Sunday to Thursday)
 - Friday and Saturday night ranger function is covered by existing Senior Rangers, Rangers and/or Parking Officers

Ranger Operations & Responsibilities Within Strathfield LGA (Cont'd)

5. 2x Casual Parking Officers – these casual roles provide backup for permanent staff taking annual or sick leave

Activities and Functions

Role	Function & Time Spent (%)	Activity
Senior Rangers	General Duties (100%)	<ul style="list-style-type: none"> • Do on call officer duty (seniors only). • Answer phones/customer service inquiries and handling complaints. • Allocate CM10 and iConcierge jobs to Rangers. • Review Penalty Notices and Drives24 check and send Penalty Notices. • Review monthly companion animal pound invoices. • Prepare and upload yearly companion animal survey in NSW companion animal register. • Purchase orders (uniforms, other accessories). • Review Pickles invoices. • Staff Rosters (Night Ranger, Monthly Ranger, School roster). • Issue standing plant permits. • Issue Skip Bin Permits & Shipping Container Permits. • Hoarding measurement and cost calculation for hoarding permits. • Send Penalty notices to customer by post. • Organise and Maintain Ranges protective equipment's. • Monthly meeting with Rangers and managers. • Prepare reports. • Supervise all rangers related jobs. • Communicate with Traffic, Compliance, Depot and other department of councils relating works. • Communicate with Duncan Solutions regarding Enforcement equipment's and updates. • Toolbox meeting with Rangers. • Assist with Development Compliance Officer duties. • Prepare Court Statements and attend Court hearings. • Assist with Coordinator BCR duties.
Rangers	Environment (40%)	<ul style="list-style-type: none"> • Investigate water pollutions. • Investigate noise pollutions. • Investigate Illegal dumps. • Initials investigate illegal tree pruning/remove/vandalise. • Investigate dog barking complaint. • Investigate dog attacks. • Patrol council parks/street for off leash dogs. • Report potholes. • Report block drainages and leaves along water ways. • Overflowing Bin Patrol. • Overgrowing vegetation. • Enforce No Smoking signs in CBD, Homebush and Homebush west.

Ranger Operations & Responsibilities Within Strathfield LGA (Cont'd)

		<ul style="list-style-type: none"> • Pick up dead animals (after 6pm). • Pick up stray animals. • Aussie skip and other industrial site inspections. • Removing illegal posters. (i.e political signs, advertising signs) • Attend hoarders/Vernon/overgrown vegetation on private properties. • Report broken/fallen tree branches. • Occasionally trap feral cats. • Attend asbestos complaint. • Prepare Court Statements and attend Court hearings. • Assist with Development Compliance Officer duties.
	Compliance (60%)	<ul style="list-style-type: none"> • Patrol and enforce building sites- breached for out of hours work, maintenance of sites, sediment and erosion control, pollutions, noise and education. • Attend back yard burns off complaint. • Investigate illegal building works and report to compliance departments. • Residential noise complaints. • Investigate illegal footpath/patrial road closure works. • Check relevant permits for construction site works, footpath reinstallation works. • Advertising signage on vehicles/ property fences/real estate pointer signs and property sale signs time and size. • Initial investigation of swimming pools, damaged/dangerous boundary fences. • Initial illegal building work investigation. • Investigate abandoned/unregistered vehicles. • Report abandoned shopping trollies. • Enforce heavy vehicles. • Enforce parking offences. • Prepare Court Statement and attend in Court Hearing. • Get the site right blitz (quarterly). • Report abandoned shopping Trollies. • Prepare Court Statements and attend Court hearings. • Report abandoned shopping Trollies. • Assist with Development Compliance Officer duties.
All Staff	General	<ul style="list-style-type: none"> • Open council parks and toilet in Saturday-Sunday and public holidays. • Assist library staffs during x-mas and other long holidays period to open and close library, empty library lockers. • Response to on call complaints. • Provide access to hirers when required. • Traffic control. • Attend to accident scenes, help police block road, and traffic control. • Raise/half-mast council flags as per calendar events. • Report suspicious activities in LGA during patrol. • Reserve parking space for special events.

Ranger Operations & Responsibilities Within Strathfield LGA (Cont'd)

		<ul style="list-style-type: none"> • Work with comms during quarterly festivals. • Clean patrol vehicles (Sunday). • Transport charity donations for food appeal. • Provide education members of the public regarding different legislations.
Parking Officers	Parking & Traffic (100%)	<ul style="list-style-type: none"> • Regular parking patrol in Strathfield LGA by following parking schedule. • School Zone patrol. • Residential street patrol. • Attend to customer complaint. • Report abandoned shopping Trolleys. • Patrol Centenary Park Estate and enforce time limit parking streets. • Patrol and enforce time restricted no stopping and no parking zones. • Report damaged traffic and parking signs. • Report faulty parking meters. • Prepare Court Statements and attend Court hearings. • Assist with Ranger duties.
Night Ranger	General (100%)	<ul style="list-style-type: none"> • Patrol Council facilities. • Attend after hours service request for alarms and other complaints. • Investigate illegal dumps. • Investigate dog barking complaint. • Investigate dog attacks. • Pick up stray Animals. • Patrol overflowed Bins (Tuesday). • Patrol Strathfield town centre and square for basking, illegal parking. • Investigate out of hours building site complaints. • Enforce Bin restricted No Parking zones during bin collection days. • Patrol suspicious activities requested by management. • Enforce heavy vehicles in industrial areas. • Assist council staffs at the Town Hall hirer. • Prepare Court Statements and attend Court hearings. • Assist with Development Compliance Officer duties.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report.

PE3 PLANNING PROPOSAL TO AMEND STRATHFIELD LEP 2012 - AMENDMENT TO
SCHEDULE 5, PART 2 - HERITAGE CONSERVATION AREAS (HCA)

AUTHOR: Paul Bu, Planning Place Coordinator

APPROVER: Paul Reid, Director Planning and Environment

RECOMMENDATION

That Council endorse the preparation of a Planning Proposal to amend the Schedule 5, Part 2 Heritage Conservation Areas (HCA) of Strathfield Local Environmental Plan (LEP) 2012, including associated mapping to:

- (a) Rename the Woodward Avenue HCA (C17) to Woodgreen Estate HCA,
- (b) Reduce the boundaries of the Homebush Road HCA (C11), Redmyre Road HCA (14) and Vernon Road HCA (C16),
- (c) Delist the Welfare Street HCA (C6), and
- (d) Delist the Albert Road Central HCA (C7).

PURPOSE OF REPORT

To seek Council's endorsement for the preparation of a Planning Proposal to amend Schedule 5, Part 2 Heritage Conservation Areas (HCA) of Strathfield Local Environmental Plan (LEP) 2012 to:

- (a) Rename the Woodward Avenue HCA (C17) to Woodgreen Estate HCA,
- (b) Change (reduce size) the boundaries of the Homebush Road HCA (C11), Redmyre Road HCA (14) and Vernon Road HCA (C16),
- (c) Delist the Welfare Street HCA (C6), and
- (d) Delist the Albert Road Central HCA (C7).

REPORT

Background

This report was considered by Council at its meeting on 28 October 2025, and Council subsequently resolved the following (364/25):

That Council delay voting on this matter until the next Council Meeting and a Councillor Workshop be organised to provide more information on the methodology for the classification of sites and further discussion of this report.

A presentation on the amendments to Part P of the Strathfield DCP was delivered at the Councillor Workshop on 11 November 2025. The presentation focused on the proposed site classifications—contributory, neutral, and intrusive—for properties within Heritage Conservation Areas (HCA). The exhibition of this amendment to the DCP was endorsed by Council at the September Council Meeting and is currently on exhibition until Friday 21 November. A further report will be brought back to Council in early 2026 on the exhibition of the changes to the DCP.

The amendments to the DCP to introduce site classification for properties within the HCAs is distinct from the Planning Proposal referenced in this report, which is a proposed amendment to the Strathfield Local Environmental Plan 2012.

The Strathfield Local Government Area (LGA) contains seventeen (17) HCAs of varying sizes. It is important that Council accurately defines these HCAs to ensure heritage provisions remain current and continue to protect their integrity and character.

In April 2025, Council appointed Edwards Heritage Consultants (EHC) to undertake an independent review and assessment of all seventeen HCAs within the Strathfield LGA. The project involved:

- Reviewing the currency of heritage information,
- Preparing revised statements of significance for the HCAs,
- Reviewing and refining the curtilage (boundaries) of the HCAs, and
- Defining property classification criteria within each HCA (three categories: contributory, neutral, or intrusive).

Based on the findings of this study, it is recommended that a Planning Proposal be prepared to make amendments to Schedule 5, Part 2 of the Strathfield LEP 2012.

Proposed LEP amendments

A summary of the proposed LEP amendments is provided in **Tables 1 to 3** below. These proposed changes were presented to Councillors at the Workshop held on 14 October 2025.

1. HCA Name Change

Name change	Reason
Rename Woodward Ave HCA (C17) to "Woodgreen Estate"	<p>The current HCA name only reflects one street that forms part of the HCA. The new name "Woodgreen Estate" captures the scope of the original subdivision in c1877 and does not place emphasis on either of the two streets that make up the HCA i.e. Woodward Avenue and Albyn Road.</p> <p>This is an anomaly and housekeeping change to improve clarity and reduce ambiguity.</p>

Table 1. Proposed name change to Woodward Avenue HCA

2. Boundary Changes to Existing HCA's (reduce size)

Map changes	Reason
Reduction of Homebush Road HCA (C11) - Refer Figure 1	<p>Due to development in recent years, a number of the properties within the HCAs were found to become 'intrusive items' by the HCA review study. Some intrusive items form 'clusters', resulting in the loss</p>

Reduction of Redmyre Road HCA (C14) – Refer Figure 2	<p>of consistency or coherence in the character in parts of these HCAs.</p> <p>A minor change to the boundaries of these HCAs (curtilages) is recommended to reflect the evolved neighbourhood character resulting from recent development and remove sites which do not contribute to the significance of the HCA.</p>
Reduction of Vernon Road HCA (C16) – Refer Figure 3	

Table 2. Proposed map changes to Homebush Road, Redmyre Road and Vernon Road HCAs.

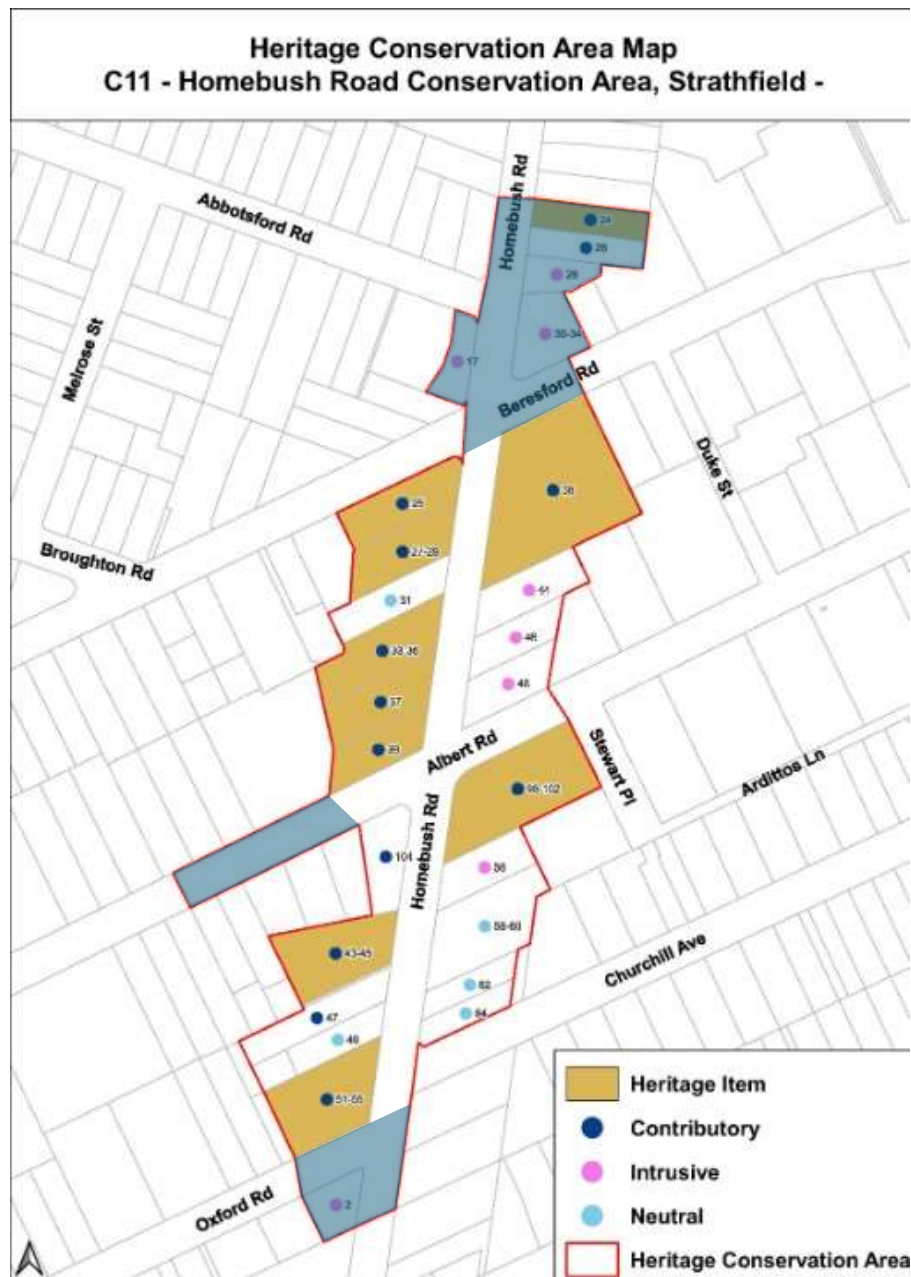


Figure 1. Current Homebush Road HCA, with proposed areas to be deleted shown in blue shading.

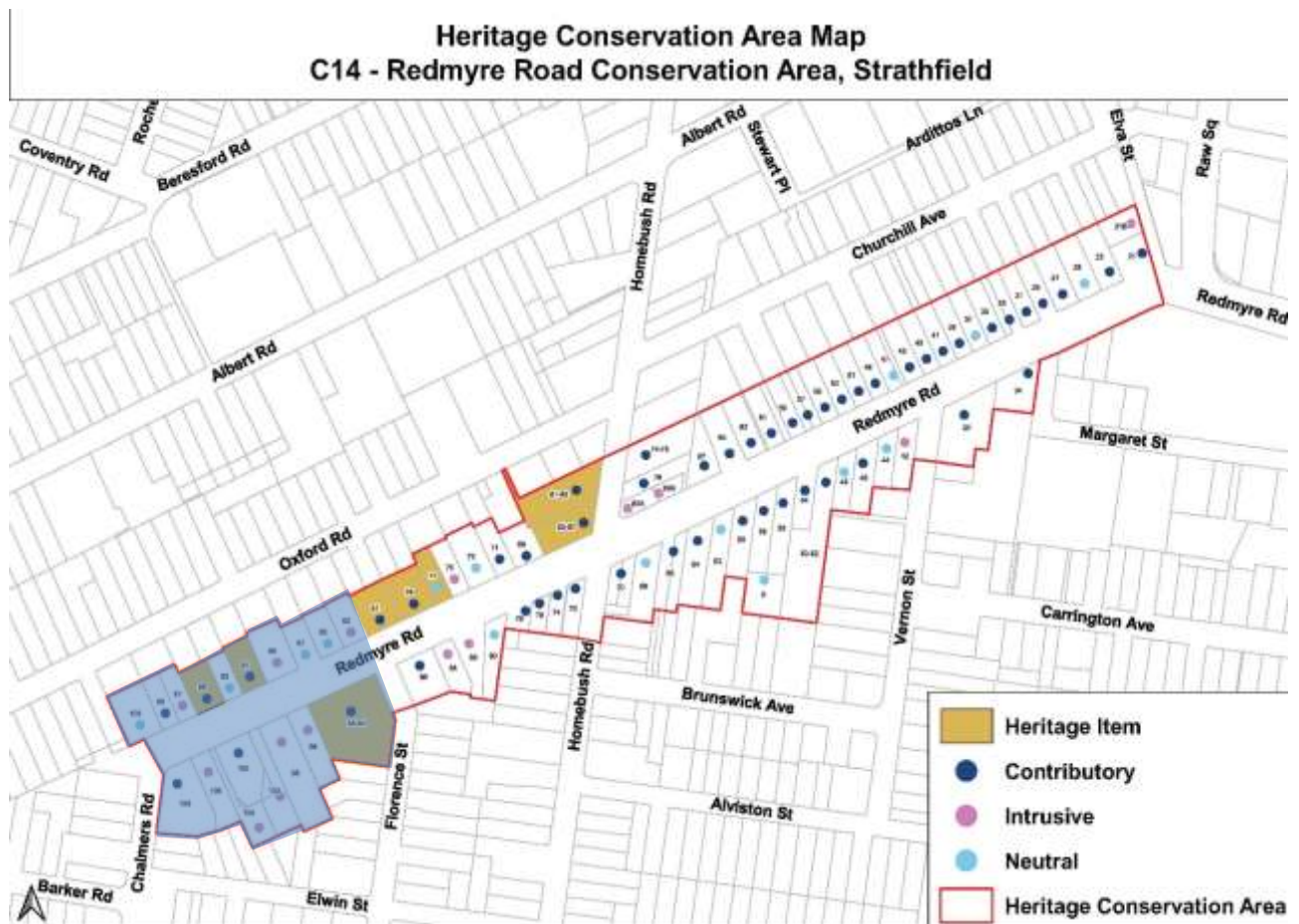


Figure 2. Current Redmyre Road HCA, with proposed areas to be deleted shown in blue shading.



Figure 3. Current Vernon Street HCA, with proposed areas to be deleted shown in blue shading.

3. Removal of HCAs

Instrument and Map changes	Reason
Welfare Street HCA (C6)	<p>Delisting of HCA</p> <p>Prior to the commencement of the Homebush TOD Master, Council requested the status of the Heritage Conservation Area (HCA) located between Welfare Street and Flemington Road be reviewed as part of the Masterplan. This work was not undertaken by DPHI</p> <p>The existing residential properties in this HCA represent a non-conforming use within an established industrial area that is zoned E3 Productivity Support. Significant and largescale industrial development has already occurred immediately adjacent to these existing properties, negatively impacting both residential amenity and the ability for those industrial uses to operate with sufficient flexibility.</p> <p>The fine-grained characteristics of these residential properties prohibit them from being reused for commercial or industrial purposes which typically operate in large format floorplates. The HCA is also sandwiched between two major physical barriers - the M4 motorway to the north and Parramatta Road to the south. There is no local amenity such as shops or recreational open space to service the residents within the walking distance. These physical barriers and the industrial context surrounding the HCA will likely remain in place for the long term, and the residential amenity and conditions of the HCA would gradually decline over time.</p> <p>Whilst there is a historical association of the existing workers cottages with the State Abattoir that once existed in the area, this is significantly outweighed by the negative impact that the industrial zoning is having upon the long-term amenity and viability of retaining those properties for residential purposes.</p>
Albert Road Central HCA (C7)	<p>Delisting of HCA</p> <p>Albert Road Central HCA is proposed to be delisted because all sites within the HCA are already listed in the SLEP 2012 as heritage items. The Conservation Area provisions do not provide any further or enhanced statutory protection nor recognition of significance. The delisting is to simplify the heritage provisions.</p>

Table 3. Proposed removal of HCAs

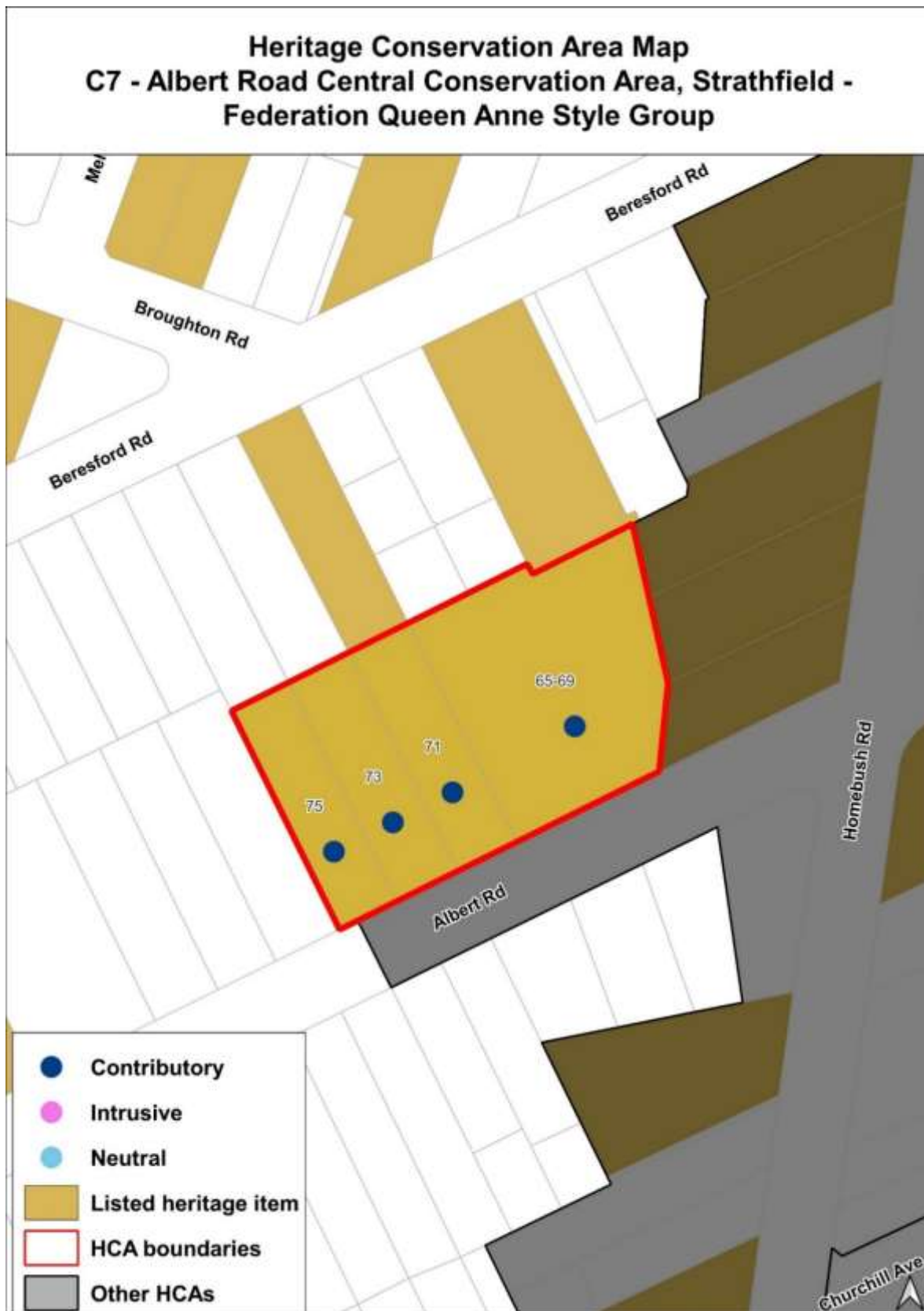


Figure 4. Albert Road HCA (C7, outlined in red) proposed to be delisted

Next steps

The following tasks are required as part of the Planning Proposal preparation prior to lodgement with the Department of Planning, Housing and Infrastructure:

1. Preparation of the Planning Proposal report.
2. Referral of the Planning Proposal to the Strathfield Local Planning Panel (SLPP) for advice in February 2026.
3. Preparation and submission of an assessment report, incorporating the SLPP's advice, to the Council meeting in the first quarter of 2026, seeking Council's endorsement to lodge the Planning Proposal to DPHI for a Gateway Determination.

FINANCIAL IMPLICATIONS

There are no financial implications for the preparation of a Planning Proposal at this stage, though there will be associated costs for the exhibition of the Planning Proposal, should Council endorse to proceed and a Gateway Determination is received.

ATTACHMENTS

There are no attachments for this report.

EO1 **LAND TRANSFER FROM THE STATE GOVERNMENT**
AUTHOR: Cathy Edwards-Davis, Director Engineering & Operations
APPROVER: Michael Mamo, General Manager

RECOMMENDATION

1. That Council provide in principle agreement to the Land Transfer Agreement with the Planning Ministerial Corporation for the 20 lots of land as outlined in the report.
2. That delegation be given to the General Manager to finalise and execute the Land Transfer Agreement with the Planning Ministerial Corporation for the 20 lots of land as outlined in the report and, in accordance with the key negotiation parameters as outlined in the report.

PURPOSE OF REPORT

The Office of Strategic Lands, which is part of the Department of Planning, Housing and Infrastructure has approached Council with an offer to transfer ownership of 20 lots of land to Council. This report addresses this offer.

REPORT

The Planning Ministerial Corporation (PMC) owns 20 lots of land within the Strathfield Local Government Area (LGA) which it is offering to transfer to Council for \$1.

The lots of land include the following:

Lot/Section/Plan	Brief Description	Suburb	Land Size (ha)
A//448981	Allen Street Reserve	HOME BUSH	0.1404
2//726732	Allen Street Reserve	HOME BUSH	0.01545
1//726732	Allen Street Reserve	HOME BUSH	0.01301
B//448981	Allen Street Reserve	HOME BUSH	0.47044
61//570036	Thew, Palmer and Fitzgerald Reserves	STRATHFIELD	0.0693
271//572906	Thew, Palmer and Fitzgerald Reserves	STRATHFIELD	0.0328
33//243041	Thew, Palmer and Fitzgerald Reserves	STRATHFIELD	0.01644
331//589789	Thew, Palmer and Fitzgerald Reserves	STRATHFIELD	0.0032
2//607630	Cooks River Canal	STRATHFIELD SOUTH	0.1276
2//574123	Cooks River Canal	STRATHFIELD SOUTH	0.05121
25//243042	Cooks River Canal	STRATHFIELD SOUTH	0.0626
29//243042	Cooks River Canal	STRATHFIELD SOUTH	0.0044
32//243042	Dean Street Reserve	STRATHFIELD SOUTH	0.0771
4//1034484	Maria Reserve	BELFIELD	0.298
5//1034484	Maria Reserve	BELFIELD	0.1485
20//653429	Maria Reserve	BELFIELD	0.1024
2//1079450	Maria Reserve	BELFIELD	0.11298
5//512216	Begnell Field	BELFIELD	0.6284

Land Transfer from the State Government (Cont'd)

2//523066	Cox's Creek Canal	BELFIELD	0.0209
5//1114711	Cox's Creek Canal	BELFIELD	0.08251

Plans of the various lots are attached to the report.

As outlined in the table above, the lots of land form part of parks and reserves within the Strathfield LGA. Council already maintains these parcels of land and from the perspective of the community, they form part of the existing broader park area.

Parks and open spaces are important to the community as they provide a space for passive and active recreation and they strongly contribute to the wellbeing of the community. Therefore, the transfer of this land to Council is generally seen as a positive outcome to ensure the ongoing use of these lots of land for parks and open space for the Strathfield community.

Council's Director, Legal & Civic and General Counsel has reviewed the Agreement. If Council agrees to the land transfer, the following are current key requirements within the Agreement:

- The land must be used for recreational purposes permitted for land classified as community land categorised as a natural area, sports grounds, park or areas of cultural significance under the *Local Government Act 1993*
- At least 80% of the land must remain open space (defined as an open area or an area with improvements and structures (such as roads, pavements, fences, tennis courts, pools and sports fields) that are not roofed and enclosed)
- Council recognises the Corporation's role in providing the open space on any signs relating to the land
- There is a public ceremony for the handing over of the land with the relevant Minister
- Council accepts the land in its current condition (including presence of hazardous substances)
- The land needs to be classified as community land
- Council must notify the Corporation of any proposal to change the use of the land or if it ceases being used for open space
- Council must not do the following without consent from the Corporation:
 - Rezone or vary the permitted use of the land
 - Grant a lease licence or other right for a period greater than 21 years
 - Mortgage or charge the land
 - Grant any other rights to a public authority
 - Subdivide the land unless ancillary to constructing infrastructure for public use
- If Council does any of the above the Corporation may take the land back
- Council must give the Corporation the right of first refusal if we wish to sell or transfer the land
- If the land is compulsorily acquired, sold, or disposed of, Council must share the proceeds equally with the Corporation.
- Council must maintain the land
- The agreement gives the Corporation a caveatable interest in the land.

Key Negotiation Parameters

If Council agrees to the land transfer, it is recommended that Council negotiate the following with the Planning Ministerial Corporation:

Land Transfer from the State Government (Cont'd)

- Due diligence is to be undertaken on the land, and Council is to request \$100,000 payment from the PMC to carry out the due diligence.
- Council will agree to a period of not more than a ten year (only) caveat on the land, and the caveat will then expire unless otherwise agreed by the parties.
- Council will agree to the other restrictions on the land for a period of not more than ten years (only) after which the restrictions will expire unless otherwise agreed by the parties.

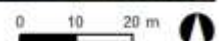
FINANCIAL IMPLICATIONS

Council already maintains the lots of land in question. Therefore there is no additional maintenance expenditure anticipated.

ATTACHMENTS

1. [Land Transfer Map 1](#)
2. [Land Transfer Map 2](#)
3. [Land Transfer Map 3](#)
4. [Land Transfer Map 4](#)
5. [Land Transfer Map 5](#)

ATTACHMENT 1

**Strathfield Council Transfers****Map 1**

 Property proposed for transfer



ATTACHMENT 2

**Strathfield Council Transfers****Map 2**

0 8.5 17 m

 Property proposed for transfer

ATTACHMENT 3



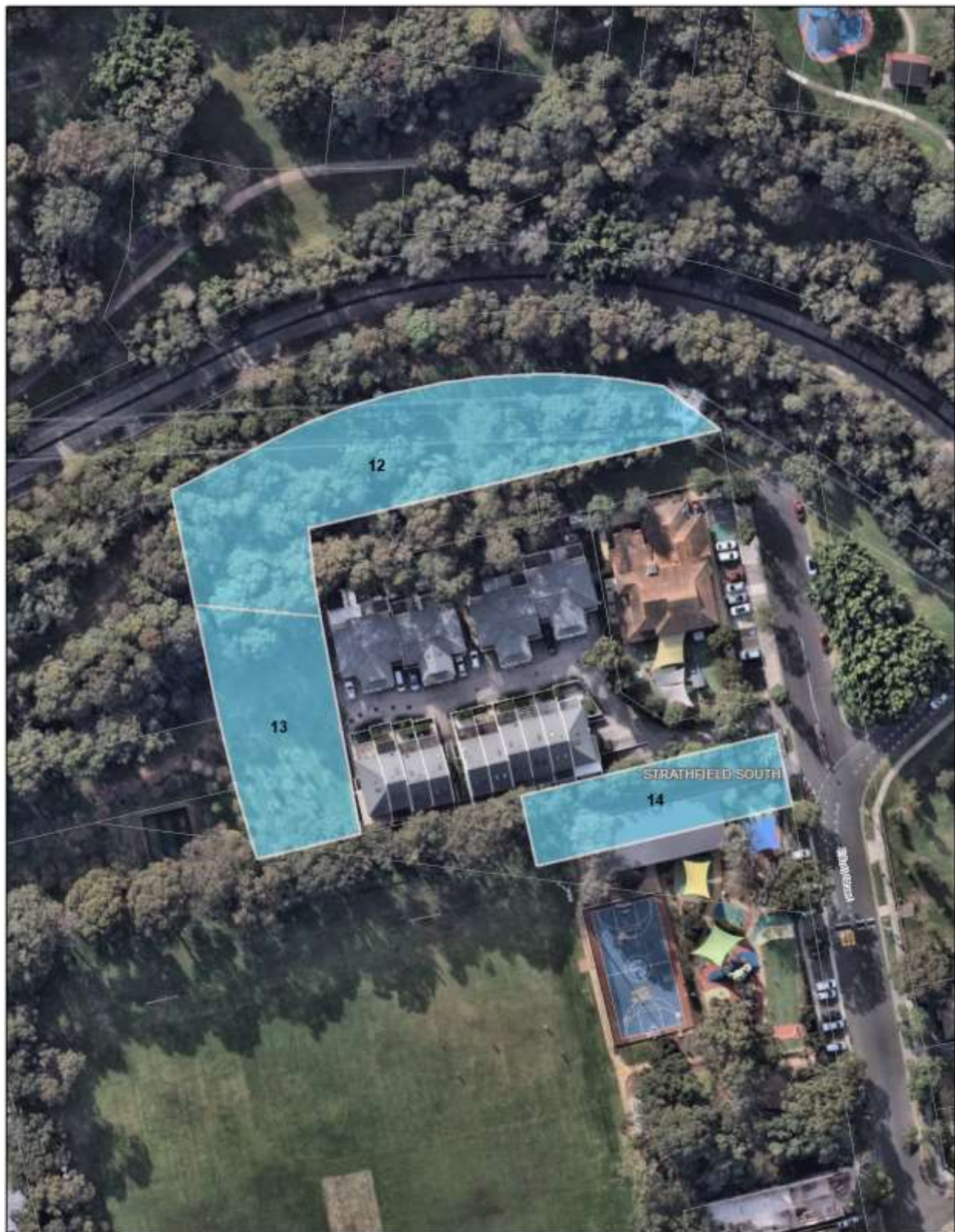
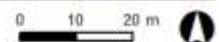
Strathfield Council Transfers

Map 3

Property proposed for transfer



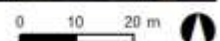
ATTACHMENT 4

**Strathfield Council Transfers****Map 4**

Property proposed for transfer



ATTACHMENT 5

**Strathfield Council Transfers****Map 5**

 Property proposed for transfer



EO2 ASSET MANAGEMENT POLICY, ASSET MANAGEMENT PLAN (AMP) AND STRATEGIC
ASSET MANAGEMENT PLAN (SAMP)

AUTHOR: Min Kang, Asset and Design Engineer

APPROVER: Cathy Edwards-Davis, Director Engineering and Operations

RECOMMENDATION

1. That Council endorses the draft Asset Management Policy, Strategic Asset Management Plan (SAMP), and Asset Management Plans (AMPs) for public exhibition for a minimum of 28 days.
2. Should Council receive negligible feedback, that Council delegate for the General Manager to finalise the draft Asset Management Policy, Strategic Asset Management Plan (SAMP), and Asset Management Plans (AMPs).

PURPOSE OF REPORT

This report summaries the key functions and strategic intent of the Asset Management Policy, SAMP, and AMPs for the endorsement of these documents.

REPORT

Introduction

Council is the custodian of a significant and growing infrastructure portfolio valued at \$608 million at June 2025 across transport, stormwater drainage, buildings, and open space assets. These assets support essential community services and enable sustainable growth within the Local Government Area (LGA).

The Asset Management Policy, Strategy Asset Management Plan (SAMP) and Asset Management Plans (AMP) **have been developed in alignment with Council's Community Strategic Plan, Long Term Financial Plan (LTFP)** and Delivery Program. The Asset Steering Committee has reviewed and endorsed the documents prior to presentation to Council.

Asset Management Policy

The Asset Management Policy establishes Council's commitment to responsible and sustainable stewardship of infrastructure assets. It outlines key principles including whole-of-life asset management, risk-based decision-making, data-driven practices and alignment with service needs and financial sustainability. The Policy will be reviewed every two years to maintain relevance.

Strategy Asset Management Plan

The Strategy defines how Council will implement the Policy through four strategic focus areas:

- Community expectations
- Growth and future demand
- Risk and resilience
- Governance and leadership

Asset Management Plan

AMPs provide detailed, asset-class specific plans that guide operational decisions. They:

- Set service levels, renewal strategies and maintenance interventions
- Provide evidence-based lifecycle forecasting and risk management
- Integrate demand planning with financial sustainability
- Inform resource prioritisation in capital and operational budgets

Note: The SAMP and AMP were modelled using 2023/24 data, resulting in a backlog figure that differs from the 2024/25 financial statements, which have recently been completed by the Finance team and were not available at the time of preparing the SAMP and AMPs.

Annual Financial Report 2023/24 – Backlog

Strathfield Municipal Council | Report on infrastructure assets as at 30 June 2024

Strathfield Municipal Council

Report on infrastructure assets as at 30 June 2024

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2024	Indicator 2024	Indicators 2023	Indicators 2022	Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	8,402	110.15%	48.75%	70.18%	> 100.00%
Depreciation, amortisation and impairment	7,628				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	38,135	10.29%	6.69%	4.21%	< 2.00%
Net carrying amount of infrastructure assets	370,430				
Asset maintenance ratio					
Actual asset maintenance	6,653	106.79%	69.31%	126.09%	> 100.00%
Required asset maintenance	6,230				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	97,882	16.61%	12.37%	11.15%	
Gross replacement cost	589,186				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Annual Financial Report 2024/2025 – Backlog

Strathfield Municipal Council | Report on infrastructure assets as at 30 June 2025

Strathfield Municipal Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	7,307	83.91%	110.15%	48.75%	> 100.00%
Depreciation, amortisation and impairment	8,708				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	30,148	7.99%	10.29%	6.69%	< 2.00%
Net carrying amount of infrastructure assets	377,270				
Asset maintenance ratio					
Actual asset maintenance	12,072	106.25%	106.79%	69.31%	> 100.00%
Required asset maintenance	11,362				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	60,933	10.02%	16.61%	12.37%	
Gross replacement cost	607,978				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Conclusion

Endorsing the Asset Management Policy, Strategy Asset Management Plan and Asset Management Plan supports consistent asset investment decision-making, improved financial sustainability, clearer levels of service and stronger resilience to growth and climate challenges.

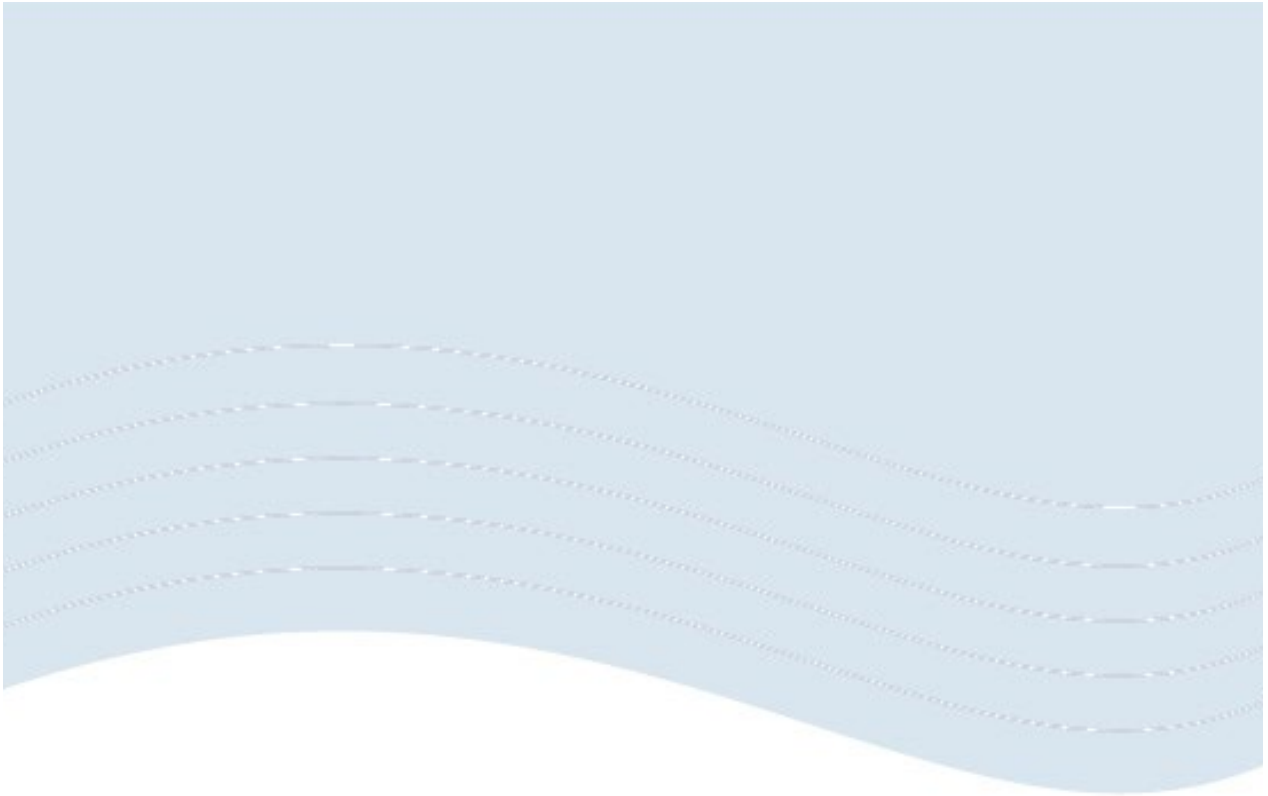
FINANCIAL IMPLICATIONS

The asset management documents will assist in the long term **management of Council's assets**, including reducing whole of life costs for the assets.

ATTACHMENTS

1. [Draft Asset Management Policy](#)
2. [Draft Strategic Asset Management Plan](#)

- 3. [↓](#) Draft Asset Management Plan - Transport
- 4. [↓](#) Draft Asset Management Plan - Stormwater
- 5. [↓](#) Draft Asset Management Plan - Buildings
- 6. [↓](#) Draft Asset Management Plan - Open Space



Asset Management Policy



	Asset Management Policy
DATE ADOPTED	20 November 2025 (subject to Council approval)
REVISED DATE	28 October 2025
REVIEW DATE	28 October 2027
REFERENCE	EOE – POL - 001
CM10 REFERENCE NUMBER	25/83219
POLICY OWNER	ENGINEERING AND OPERATION
ASSOCIATED POLICIES & STRATEGIES & PLANS	Asbestos Management Policy Contract Management Policy Disposal of Council Assets Policy Enterprise Risk Management Policy Procurement Policy Long Term Financial Plan Climate Mitigation and Adaptation Strategy Development Contribution Plans Delivery Program and Operational Plan Capitalisation Policy Community Strategic Plan Land and Property Strategy Recreation and wellness Strategy Resourcing Strategy
ASSOCIATED LEGISLATIONS	Local Government Act 1993 Local Government (General) Regulation 2021 International Infrastructure Management Manual (IIMM), Institute of Public Works Engineering Australasia, 2020. International Organization for Standardization (2024). ISO 55000:2024 Asset management — Vocabulary, overview and principles.
REVIEW PERIOD	
This policy shall be reviewed and updated up to five (2) years or more often as necessary to ensure relevance.	

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Policy

Asset Management Policy

1. PURPOSE

Council is the custodian of a portfolio of assets including roads, footpaths, drainage, buildings, parks, land, plant and equipment, and IT equipment.

The purpose of this Policy is to set the direction and framework for asset management based on a set of principles that will guide stakeholders when making decisions about assets and how they are managed.

The NSW Local Government Act 1993 requires Council to account and plan for all existing assets under its control, and any new assets proposed in its Community Strategic Plan and Delivery Program and associated Resourcing Strategy.

2. SCOPE

This policy applies to all infrastructure related service provision such as road and transport, stormwater drainage, community services delivered by Council's buildings and facilities, parks and open spaces, sport and recreation, information and technology assets and environmental protection.

3. POLICY OBJECTIVES

Council is committed to meeting its service delivery obligations and commitments in a way that delivers best possible outcomes for the community. The objectives of this Policy are to:

- a) Ensure that infrastructure assets serve the community for current and future generations
- b) Provide sustainable management of community infrastructure
- c) Demonstrate commitment to best practice asset management
- d) Integrate asset management into high level organisational planning activities
- e) Promote good governance and leadership

4. ROLES & RESPONSIBILITIES

Roles	Responsibilities
Mayor and Councillors	Adopt and commit to meeting the policy objectives in accordance with the policy principles.
General Manager	Overall accountability for asset management systems, policies and procedures and financial models, and reporting on the status and effectiveness of asset management within Strathfield Council.
Asset Management Steering Committee	Responsible for ensuring that all asset management activities are consistent with the objectives of the Community Strategic Plan, integrated planning and Strathfield Council's Long Term Financial Plan.
Directors	Responsible for ensuring their Directorate adheres to the Policy and provide guidance as to its application.
Employees with management or Supervisory responsibility	Responsible for the management of assets within the area of responsibility as determined under asset management plans.

Policy**Asset Management Policy****5. DEFINITIONS**

Term	Definition
Policy	A statement of Strathfield Council's attitude and preference of direction.
Asset	An item, thing or entirety that has actual or potential value to an organisation (IIMM 2020).
Asset Management	The systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets (IIMM 2020). The coordinated activities of an organisation to realise the value from assets (ISO 55000:2024).
Resourcing Strategy	This document collates the long-term resources required to achieve the objectives established by the Community Strategic Plan. The strategy includes long-term financial planning, workforce management planning, and asset management planning.
Asset Management Steering Committee	Strategic and operational Committee to provide outcome-focused oversight and management control for Strathfield Council's asset management policy, strategy, objectives and targets.
Asset Management Plan	Long term plans (usually 10-20 years or more for infrastructure assets) that outline the activities and programmes for each service area and resources applied to provide a defined level of service in the most cost-effective way (IIMM 2020). Documented information that specifies the activities, resources, costs and timescales required for an individual asset, or a grouping of assets, to achieve an organisation's asset management objectives (ISO 55000:2024).
Long Term Financial Plan	The Long-Term Financial Plan (LTFP) is a ten-year financial planning document that contains financial strategies and accompanying performance indicators that Strathfield Council considers when making significant strategic decisions about financial resource allocation.
Asset Management Strategy	A high-level action plan that gives effect to an organisation's AM Policy (IIMM 2020). Documented information that contains and aligns asset management policy, objectives, strategies and approaches for developing and managing the asset portfolio and the asset management system (ISO 55000:2024).

6. PRINCIPAL

Strathfield Council will undertake asset management in accordance with the following principles:

6.1 Community-centric service delivery

Assets exist only to support service delivery to the community.

Policy**Asset Management Policy****6.2 Responsible and sustainable stewardship**

Assets provide social, economic and environmental value to the community now and for future generations.

6.3 Whole of life management

Assets will be managed to deliver best possible value across the whole lifecycle (planning, acquisition, operation, maintenance, renewal, and disposal).

6.4 Risk-based decision-making

Asset risks will be identified and managed throughout the lifecycle to ensure safety, reliability and resilience of infrastructure.

6.5 Integrated planning

Asset management will be aligned with Council's purpose, objectives and priorities as expressed in the community strategic plan, Council's service strategies, contributions plans, and other strategic documents.

6.6 Evidence-based decision-making

Asset decisions are driven and supported by reliable data and information.

6.7 Continual improvement

Asset and asset management performance will be regularly reviewed and improved to reflect changing standards, practices and technologies.

6.8 Transparent governance and leadership

Asset management requires transparent and effective leadership to develop a collaborative culture aligned to Council performance.

7. STAKEHOLDER COMMUNICATION

This Policy will be communicated to internal and external stakeholders.

Job #	Version	Written	Reviewed	Approved	Report Date
7889	Draft	C. Scanlon	C. Anich QA – NN	C. Anich	22 October 2025
7889	Final	C. Scanlon	NA	NA	28 October 2025



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Strategic Asset Management Plan

Strathfield Council

**Document status**

Ref	Version	Written	Peer Review	Approving director	Date
7834	draft	C. Scanlon	C. Anich	C. Anich	12/2/25
7834	Revision 1	C. Scanlon	NA	NA	13/3/25
7834	Final	C. Scanlon	NA	NA	17/6/25

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1 Executive Summary

This overarching Strategic Asset Management Plan (SAMP) states the approach to managing Strathfield Council's ("Council") asset portfolio over a ten-year period from 2025-2034. The coming decade is expected to see growth in population and dwelling numbers, increasing extreme weather events, and shortages of essential skills and workers. Emerging technologies such as machine learning are assisting councils to collect large amounts of data about their assets.

The asset groups covered by this SAMP are transport, buildings, stormwater drainage and open space assets. An Asset Management Plan (AMP) for each asset group is included in the appendices to this AMS.

The strategy supports Council's aim to be financially sustainable, while delivering services to a growing and diverse population in a relatively small geographic area.

To achieve this aim, Council has identified four areas of focus:

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

The SAMP highlights major issues which need to be addressed for each of the asset groups over the next few years. The strategy also highlights the necessary actions for Council to help close the gap between current asset management practices and moving towards demonstrating best appropriate practices in the future.

Both the SAMP and the accompanying Asset Management Plans (AMPs) have been prepared in accordance with the guidance in the International Infrastructure Management Manual 2020 (IIMM). The NSW Office of Local Government (OLG) requires Council to develop an asset management strategy and plans for inclusion in the Resourcing Strategy and adoption by Council.

This Strategy includes Council's Asset Management Policy which will be adopted as part of this strategy and reviewed every two years. The policy provides a framework for managing infrastructure assets in a consistent manner to support the delivery needs of the community.

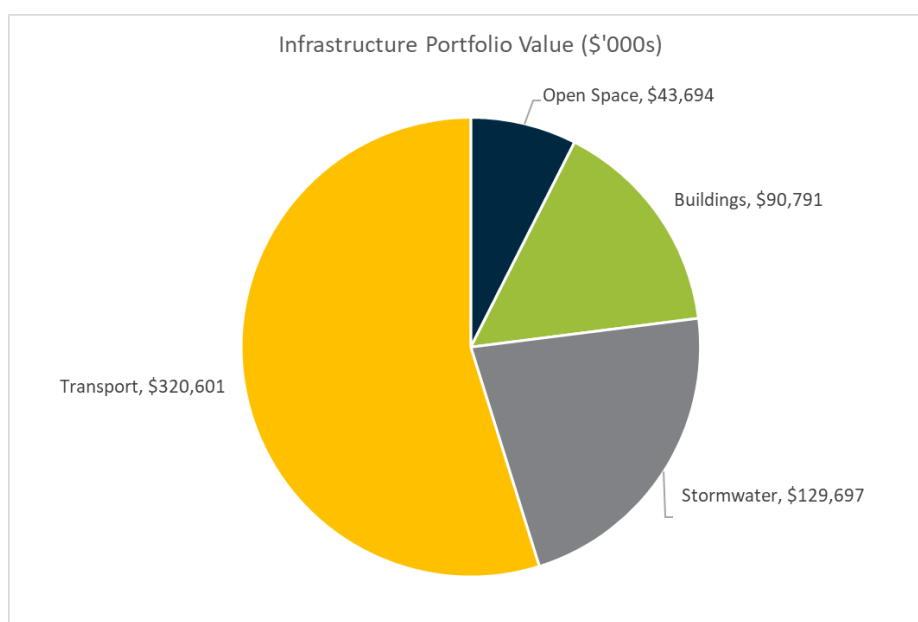
Could we include commentary that this is a requirement of IP&R, Integrated Planning and Reporting Framework

1.1 Asset Value and Condition

Council owns and manages infrastructure assets with a current replacement cost of over \$584 million. The four asset groups included in this plan and their values are detailed below.

Table 1 Summary of combined infrastructure assets values (as at June 30 2024)

Asset Group	Gross Replacement Cost (GRC) (\$'000s)	Written Down Value (WDV) (\$'000s)	Annual Depreciation Expense (\$'000s)
Transport	320,601	181,557	3,317
Buildings	90,791	67,051	1,227
Stormwater	129,697	58,592	931
Open Space	43,694	33,035	2,153
Total	584,783	340,235	7,628

**Figure 1 Portfolio by asset class**

Details of Council's current asset conditions are detailed in the table below. The condition is represented as a percentage of replacement cost of Council's four asset groups as well as combined.

Table 2 Summary of combined asset condition

Asset Group	Asset Condition (% of GRC)				
	1	2	3	4	5
Transport	15.9%	28.2%	45.5%	9.3%	1.0%
Buildings	41.2%	23.8%	28.5%	3.7%	2.8%
Stormwater	6.2%	16.0%	35.5%	33.7%	8.6%
Open Space	33.0%	45.8%	18.5%	2.5%	0.1%
Combined	19.0%	26.1%	38.7%	13.3%	2.9%



Based on the review of asset condition data, just over 45% of Council's assets are in 'excellent' or 'very good' condition. The condition data of most asset classes appears to be acceptable. A condition review of some asset types at the component level is suggested to ensure that high value, and shorter life components that are in fair or poor condition, are accurately reflected in the forward works program and in the cost to satisfactory (backlog).

1.2 Asset Backlog

As per the 2023/24 Special Schedule 7 analysis, Council has a combined asset backlog of \$38.5 million (11.21% backlog ratio) to bring assets to satisfactory standard which is currently taken as Condition 3. The breakdown of backlog per asset class is shown in the table below.

Table 3 Infrastructure backlog

Estimated cost to satisfactory	Backlog (\$'000s)	Backlog Ratio %	Estimated 2024/25	Estimated 2033/34	Comment
Transport	10,636	5.86%	5.32%	1.75%	Reflects Council's use of SRV funding to renew transport assets.
Buildings	5,435	8.11%	7.97%	4.56%	Above benchmark of 2%, but within a tolerable range.
Stormwater	20,878	35.63%	34.45%	25.67%	Based on uncertain condition data derived from asset age.
Open Space	1,186	3.59%	3.83%	0.00%	None
Combined Assets	38,135	11.21%	10.76%	7.09%	

Council should use a consistent, OLG-verified approach to calculating the backlog to ensure that its SS7 reporting accurately reflects the true level of expenditure required. This is especially critical for the stormwater portfolio, with a backlog of 35.63%, and uncertain condition data.

1.3 Asset Expenditure

The average capital and maintenance expenditure on Council assets over the ten-year forecast (2025-2034) period is approximately \$25.1 million per year as shown in the table below. This compares to the expenditure required to maintain, operate and renew the asset network being \$18.0 million per year. This indicates that Council has funded 139.4% of its required asset expenditure over the period of the plan. In the figure below, the above-benchmark expenditure for renewals and maintenance roughly matches the expenditure required to meet the backlog and maintenance ratio benchmarks by 2033/34.

The current surplus of expenditure is largely funded by the special rate variation to address the renewal backlog.

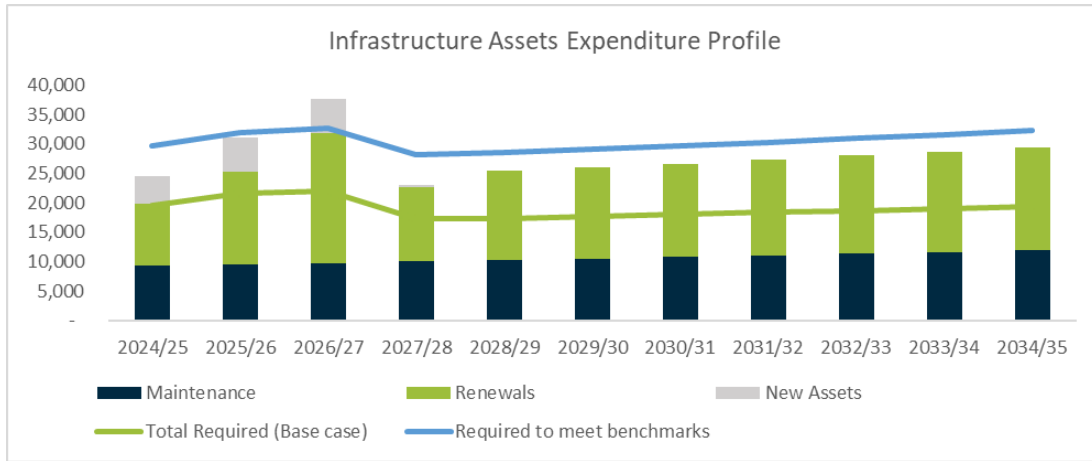


Figure 2 Infrastructure expenditure profile



Table 4 Expenditure projections

Expenditure Projections (\$000) - Combined Assets		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Actual	Renewal	10,599	15,704	22,168	12,691	15,150	15,529	15,917	16,315	16,723	17,141	157,935
	New and Expanded Assets	4,659	5,945	5,666	312	0	0	0	0	0	0	16,583
	O&M	9,270	9,502	9,739	9,983	10,232	10,488	10,750	11,019	11,295	11,577	103,855
	Total Expenditure	24,528	31,151	37,573	22,986	25,382	26,017	26,667	27,334	28,017	28,718	278,373
Required	Required Renewal (Depreciation)	7,819	8,108	8,533	8,922	9,121	9,304	9,490	9,679	9,872	10,068	90,916
	New and Expanded Assets	4,659	5,945	5,666	312	0	0	0	0	0	0	16,583
	Required O&M	7,097	7,473	7,836	8,009	8,166	8,326	8,490	8,656	8,825	8,997	81,875
	Total	19,575	21,527	22,035	17,243	17,287	17,630	17,979	18,335	18,697	19,066	189,373
Gap	Maintenance Gap	2,173	2,029	1,904	1,974	2,066	2,162	2,261	2,363	2,470	2,580	21,981
	Renewals Gap	2,780	7,595	13,634	3,769	6,029	6,225	6,427	6,636	6,851	7,072	67,019
	Overall (GAP)	4,953	9,624	15,538	5,743	8,095	8,387	8,688	8,999	9,320	9,652	89,000



1.4 Levels of Service

Council has prepared specific Levels of Service that require further consultation with the community. The AMPs detail and specify levels of service for each asset class that are developed to address the lifecycle management of assets. The SAMP establishes a basic framework to measure service level outcomes. These outcomes are accessibility, quality / condition, responsiveness, customer satisfaction, affordability and sustainability.

Current performance of levels of service is summarised in the table below:

Table 5 Levels of service performance (2023/24)

Level of Service Outcome	Measure	Transport	Buildings	Stormwater	Open Space
Condition	Assets in acceptable condition (>95%)	89.7	93.5%	57.7	97.3
(Financial) Sustainability	Sustainability ratios meet benchmarks	Partially meeting	Partially meeting	Not meeting	Meeting

The levels of service not currently measured are summarised in the table below. As Council's systems and data are improved, these levels of service should be able to be measured.

Table 6 Levels of service not currently measured

Level of Service Outcome	Measure
Availability	Assets available for use
Responsiveness	Requests are attended to and resolved within Council's customer service timeframes
Accessibility	Assets meet accessibility standards
Health and safety	Reported incidents
Environment	Meeting or exceeding Council's environmental targets



1.5 Critical Assets

Council has identified some critical assets. The key criteria and highest criticality assets for each asset group are summarised below:

Table 7 Critical assets summary

Asset group	Highest consequences of failure	Highest criticality assets
Transport	Community unable to access essential services and facilities Personal injury; damage to property	To be identified in future AMP
Buildings	Council unable to deliver essential services	Town Hall Depot
Stormwater	Damage to property	To be identified in future AMP
Open Space	Personal injury Facilities unavailable	Irrigation Lighting Playground equipment

1.6 Asset class key findings

The main findings of the four AMPs are summarised below.

Table 8 Key findings by asset group

Asset Group	Main Findings
Transport	The transport portfolio is moderate-to-good condition overall. Assets are currently being renewed at a higher rate than they are depreciating, making up for funding shortfalls in previous years.
Buildings	The Buildings portfolio overall is in good condition with some assets in conditions 3-5 to be proactively monitored and managed. Developer-contributed assets are anticipated as a result of growth.
Stormwater	There is an unusually high percentage of assets thought to be in condition 4 or 5, based on age. A CCTV inspection program is recommended to improve the reliability and confidence in asset condition.



Open Space	The portfolio overall is in good condition. Asset data is acceptable and would benefit from some verification and restructuring. Developer-contributed assets are anticipated as a result of growth.
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1.7 Areas of focus and strategic actions

Council's asset management practices are estimated to be at an 'Aware' level of maturity as measured by Morrison Low Consultants (2024).

Based on the observations and analysis of current asset management practices, and the findings of the asset financial modelling and Asset Management Plans, four areas of focus have been identified that apply to all asset classes. The strategic actions attached to each area of focus are to ensure adequate provision is made for the long-term management of Council's infrastructure assets. Short term actions linked to the strategic actions are detailed in the improvement plan.

Table 9 Areas of focus

Area of focus	Strategic direction	Desired Outcome
Community Expectations	Identify and manage community expectations by documenting, consulting and reporting on service and assets performance.	The community is well-informed about the cost, performance and risk associated with Council's services and assets.
Growth and Demand	Strengthen asset and service planning for new, upgraded and renewed assets in areas of significant housing development.	Infrastructure associated with new developments is fit-for-purpose, good quality, affordable and available to new residents and businesses after development completion.
Risk and resilience	Develop robust frameworks to identify and manage risks associated with assets and infrastructure.	Service interruptions, failures and incidents are minimised.
Governance and leadership	Plan for and provide the right resources (people, skills, technology, information and budgets) to deliver this strategy and the AMPs.	A culture of asset management drives asset-related and sound decision-making.

2 Introduction

2.1 Asset Planning - Background

Council owns and manages assets to support the delivery of services to the community, businesses, and visitors. As Council's assets age, there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support. At the same time, the population and number of dwellings is increasing, resulting in a need to expand existing infrastructure and build new infrastructure to support a larger population. This in turn adds to Council's ongoing operations and maintenance cost, and depreciation expense.

Council's asset management planning function sits within the Engineering and Operations directorate. The key teams and staff responsible for asset management are shown in the organisation chart below:

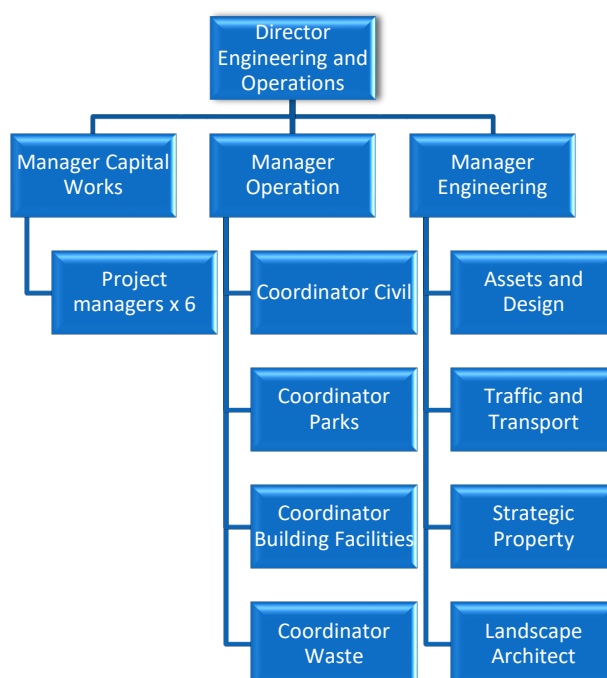


Figure 3 Organisation chart

Council's asset management staff work in collaboration with other areas of Council (e.g. Finance, Governance, Planning) to develop, inform and align asset management strategies in line with the IP&R framework illustrated below.

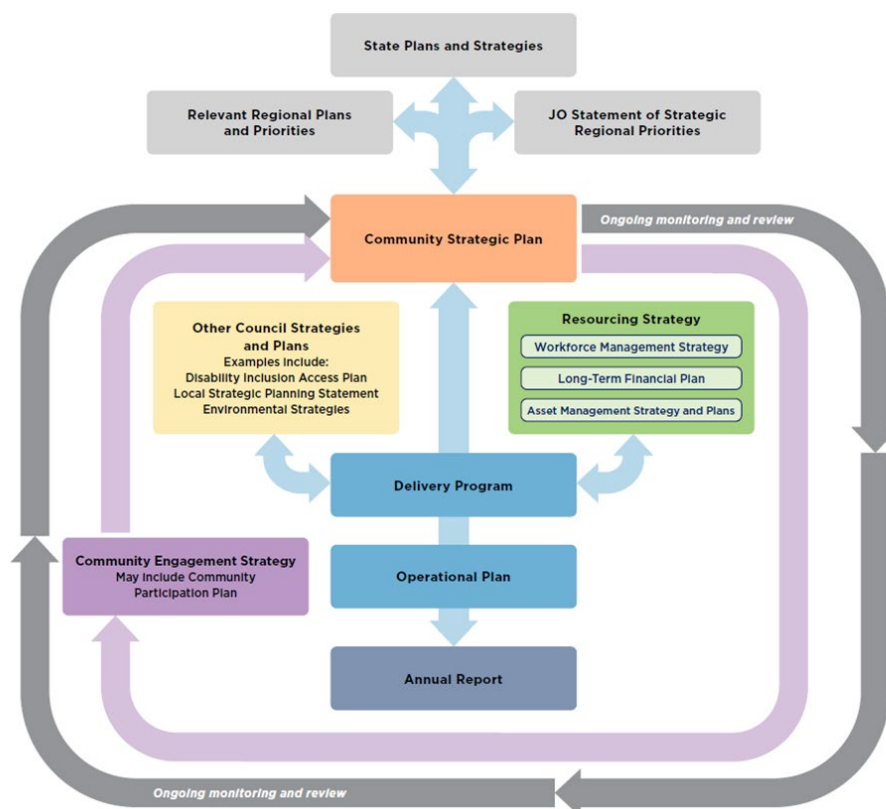


Figure 4 Relationship between Council's plans and resourcing strategies

The current Council planning framework has been revised to align with the legislated planning framework in the Integrated Planning and Reporting Guidelines for Local Government in NSW.

The figure above demonstrates the relationship between the various plans and resourcing strategies.

- **Community Strategic Plan** – outlines what the community wants, the goals and objectives of the community, and strategies to achieve those objectives.
- **Resourcing Strategy** – details the resources that the Council has that it can use to deliver the CSP.
- **Delivery Program/Operational Plan** – how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.
- **Annual Report** – reporting mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan.

This asset management strategy establishes a framework to deliver services to the community through planning, construction, maintenance and operation of the infrastructure assets necessary to achieve the goals and objectives as set out in the Strathfield Council Community Strategic Plan, Delivery Program and Operational Plan.



2.2 Scope of this Strategic Asset Management Plan

The audience for this Strategic Asset Management Plan (SAMP) is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are to:

- define how Council's assets are, and will be, managed to achieve the Levels of Service.
- provide the basis for forward works programs.
- support long term financial planning across all asset classes.
- identify the activities, skills and resources necessary to deliver asset management to a 'Core' level of maturity.
- demonstrate responsible and sustainable stewardship of the community assets.

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance.
- levels of service performance.
- demand scenarios for infrastructure and services.
- funding constraints.

This strategy is based generally on the guidelines outlined in the IIMM incorporating the Sections defined in the table below.

**Table 10 Asset management strategy sections**

Section	Description
1. Executive Summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2. Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3. Asset Management Policy	Statement of Council's commitment to asset management principles and practices.
4. Strategy	Focus areas and the strategic (5-10 year) initiatives required to achieve the objectives of the strategy.
5. Asset Management Practices	Summary of asset portfolio age, condition, values and lifecycle management practices.
6. Levels of Service	Outline of levels of service and asset performance standards, and customer/community expectations and feedback regarding levels of service.
7. Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
8. Financial projections	Projected expenditure for the asset portfolio and the expected funding position at the end of the planning period.
9. Risk and Criticality	Provision of an asset-based risk management approach.
10. Implementation, monitoring and improvement	Details of Council's asset management maturity assessment and improvement plan.

2.3 Assets Covered by this Strategy

The following asset groups are covered by this Strategic Asset Management Plan:

- Transport
- Stormwater Drainage
- Open Space
- Buildings

Full details of the Council's assets are included in the Appendices (Asset Management Plans) to this strategy.

2.4 About Strathfield Council

Strathfield Council is in the inner-western suburbs of Sydney, as shown in the figure below:



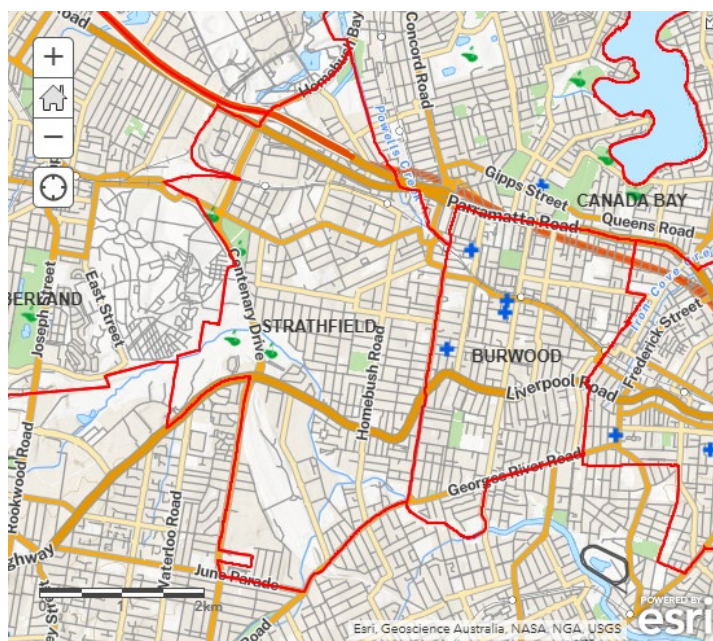


Figure 5 Strathfield LGA (olg.nsw.gov.au)

The traditional owners of the area are the Wangal clan of the Darug Aboriginal people with European settlement dating from the late 1700s. Following World War II, Strathfield has become highly multicultural. Families are the predominant household structure and housing takes many forms including freestanding houses, walk-up flats, and high-rise apartments.

The estimated residential population in 2023 is 47,824 people. The population is forecast to grow to 80,000 by 2036 (source: Council website).

2.5 Links to Council Plans and Strategies

The Strategic Asset Management Plan and associated Asset Management Plans have been prepared in line with the vision and strategies outlined in the Community Strategic Plan 'Strathfield 2035'.

Infrastructure assets will play both a direct and an indirect role in achieving the strategic objectives. The following tables indicate how Council's assets play a role in the delivery of the key strategies linked to the Community Strategic Plan (CSP).

Table key:



	Asset/asset management directly supports this goal and strategy		Asset/asset management indirectly supports this goal and strategy
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Table 11 Asset management links to community goals and strategies

CSP's Theme	Goal (where we want to be)	Strategy (how we will get there)	Transport	Stormwater	Open Space	Buildings	Infrastructure asset	Non-Asset management
1. Connectivity	1.1 Sustainable growth supported by well-planned and accessible infrastructure and service	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	●	●	●	●	●	●
		1.1.2 Plan and deliver high quality and strategically located local infrastructure to support current and future population need	●	●	●	●	●	●
	1.2 All areas of Strathfield LGA are connected by integrated and safe transport network	1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA	●	○	○			●
		1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LG	●	○	○			●
	1.3 Optimised service and information access and delivery through effective communications and digital technology	1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities						○
		1.3.2 Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access						○
2. Community Wellbeing	2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience						○



CSP's Theme	Goal (where we want to be)	Strategy (how we will get there)	Transport	Stormwater	Open Space	Buildings	Infrastructure asset	Non-Infrastructure asset	Asset management
	2.2 Healthy and Active Communities	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies			○	○			
		2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational need			○	○			○
		2.2.2 Promote healthy and active living programs			○	○			
	2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	○						
		2.3.2 Promote and build community resilience, capacity and self-reliance							○
	3. Celebrating Culture and Place	3.1 Enticing, vibrant and safe centres blending services and social connectivity	○	○	○	○	○	○	○
		3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial area							
		3.1.2 Support programs to promote activity and sustain local business				○			
		3.2 Place of creativity, culture and learning	○		○	○	○		
		3.2.1 Facilitate and support learning, community and cultural programs, events and activities							
		3.2.2 Foster and celebrate local identity			○	○	○		
4. Liveable neighbourhoods	4.1 Quality, liveable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage	○	○	○	○	○	○	○



CSP's Theme	Goal (where we want to be)	Strategy (how we will get there)	Transport	Stormwater	Open Space	Buildings	Infrastructure asset	Non-Infrastructure asset	Asset management
		4.1.2 Deliver effective and efficient planning and development processes							●
	4.2 Clean, attractive and well-maintained neighbourhoods and public domain	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse						●	
		4.2.2 Maintain high standards of public health, amenity and safety				○	●		●
5. Responsible Leadership	5.1 Council's leadership and decision making reflects community priorities and values	5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy							●
		5.1.2 Deliver ethical, effective and responsible leadership and transparent and accountable decision making							●
	5.2 Council is effectively and responsibly managed and responds to community needs	5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure							●
		5.2.2 Promote organisational culture of safety, best practice and continuous quality improvement							●
		5.2.3 Deliver efficient and effective customer services to the community				○	○		○



3 Asset Management Policy

Purpose

The purpose of the Asset Management Policy is to ensure that Strathfield Council has information, knowledge, and understanding about the long-term and cumulative consequences of being the custodian of public infrastructure. This is achieved by ensuring that the systems and processes are in place to enable people to determine the most effective and efficient options for delivering infrastructure-related services while controlling exposure to risk and loss.

Context

The NSW Local Government Act 1993 places several obligations on councils in relation to asset management. Strathfield Council must account for and plan for all the existing assets under its control, and any new assets proposed in its Community Strategic Plan and Delivery Program and associated Resourcing Strategy.

Scope

This policy applies to all infrastructure-related service provision such as road and transport, stormwater drainage, community services delivered by Council's buildings and facilities, parks and open spaces, sport and recreation, information and technology assets, and environmental protection.

Definitions

- **Policy:** A statement of Strathfield Council's attitude and preference of direction.
- **Asset Management:** The combination of management, financial, economic, engineering, and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.
- **Resourcing Strategy:** This document collates the long-term resources required to achieve the objectives established by the Community Strategic Plan.
- **Asset Management Steering Committee:** Strategic and operational Committee to provide outcome-focused oversight and management control for Strathfield Council's asset management policy, strategy, objectives, and targets.
- **Asset Management Plan:** A specific plan developed with an outline to acquiring, operating, maintaining, renewing, and disposing of the assets within the asset class in the most cost-effective manner possible, whilst providing a specific level of service.
- **Long Term Financial Plan:** A ten-year financial planning document that contains financial strategies and accompanying performance indicators that Strathfield Council considers when making significant strategic decisions about financial resource allocation.
- **Strategic Asset Management Plan:** A strategic document that demonstrates how Strathfield Council's asset portfolio supports the service delivery needs of the community into the future.

Policy Principles

- **Lifecycle Approach:** Strathfield Council applies a whole-of-life methodology for managing infrastructure assets including planning, acquisition, operation, maintenance, renewal, and disposal.
- **Sustainable Environmental Performance:** Considers the long-term cumulative impacts of its assets



and how they are managed.

- **Best Value:** Balancing financial, environmental, and social outcomes.
- **Evidence-Based Decision Making:** Core systems will include up-to-date infrastructure asset information to inform decisions.
- **Alignment with Long-Term Financial Planning.**
- **Addressing Community Needs:** Including as they change over time through transparent service levels.
- **Effective Management of Risk.**
- **Increasing Resilience:** Planning and renewing Strathfield Council's assets to be more resilient to future acute shocks and chronic stresses.

Policy Objectives

1. **Provide Infrastructure and Services:** Sustain Strathfield Council communities, support quality of life, adapt to emerging needs, and enhance resilience.
2. **Implement a Lifecycle Approach:** Asset planning decisions are based on evaluation of alternatives considering the whole life of an asset.
3. **Ensure Service Delivery Needs:** Establish and monitor levels of service for each asset class.
4. **Develop a Sustainable Funding Model:** Funded model for all asset-related services extending at least 10 years into the future.
5. **Implement Best Value Environmentally Sustainable Practices:** Encourage flexible and scenario-based approaches, acknowledge climate change adaptation, and minimise environmental impacts.
6. **Create a Resilient Strathfield Council:** Identify and renew critical assets vulnerable to future shocks and stresses.
7. **Provide Reliable Asset and Infrastructure Data:** Implementation of sound data governance and quality management.
8. **Implement an Integrated Decision Support System:** Provide systems and knowledge necessary to achieve policy outcomes.
9. **Ensure Compliance with Legislative Requirements:** Clear policies, processes, and information to meet organisational objectives and legislative requirements.
10. **Allocate Asset Management Responsibilities:** Clearly identify roles and responsibilities of Council, the General Manager, and Asset Managers.

Responsibilities

- **Mayor and Councillors:** Adopt policy objectives and ensure sufficient resources are applied to manage the assets.
- **General Manager:** Overall responsibility for developing infrastructure asset management systems, policies, procedures, financial models, and reporting.
- **Asset Management Steering Committee:** Ensure all asset management activities are consistent with the objectives of the Community Strategic Plan, integrated planning, and the Long-Term Financial Plan.



- **Director Engineering and Operations and Asset Management Team:** Develop and implement infrastructure asset management plans, systems, policies, and procedures.
- **Chief Financial Officer:** Prepare the Long-Term Financial Plan to support the delivery of the asset management plans.
- **Employees with Management or Supervisory Responsibility:** Manage assets within their area of responsibility as determined under asset management plans.

References

- Local Government Act 1993
- Local Government (General) Regulation 2021
- National Asset Management Framework
- IPWEA NAMS.PLUS3 Templates for Asset Management Plans –
- International Infrastructure Management Manual

Review period

This policy will be reviewed every 2 years.





4 Strategy

The Asset Management Strategy is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future.
- enable Council's Asset Management Policy to be achieved.
- demonstrate good leadership and governance of decisions and activities relating to the asset portfolio.

The Asset Management Strategy proposes the following areas of focus and strategic initiatives to enable the objectives of the Community Strategic Plan to be achieved.

4.1 Focus Area 1 – Community Expectations

Strathfield's residential community is multicultural and diverse. Cost-of-living concerns including housing affordability, energy prices, and general cost-of-living increases are an issue for many residents. Council's costs are also rising due to inflation and skills and materials shortages in construction and services. More than ever, Council must balance the community's expectation to receive quality essential services without excessive price increases.

Table 12 Community expectations action plan

Area of focus	Action	Desired Outcome
Levels of Service	Develop levels of service for all asset classes	Levels of service are clearly defined and measured for all asset types
	Consult levels of service with community	Levels of service are acceptable to the community
	Develop service and lifecycle costing methods	Cost, affordability and value for money of services and assets is understood
Value for money	Consider affordability and sustainability of assets at all stages in the asset lifecycle	Council can demonstrate achievement of value for money

4.2 Focus Area 2 – Growth and Demand

As the population and number of dwellings increases, Council will have to expand the infrastructure portfolio to meet the increased demand for services and facilities. It is important that Council plans and budgets for the commissioning, handover and ongoing costs of new assets; grants and developer contributions generally cannot be used for operations and maintenance costs.





Table 13 Growth and demand action plan

Area of focus	Action	Desired Outcome
Assets from development	Plan for, acquire and manage assets and programs from the Homebush TOD areas	Seamless transition from development assets into Council's portfolios
	Plan for and acquire fit-for-purpose, quality assets from development	Service needs of additional residents are met
Assets for new services	Plan for and acquire fit-for-purpose, quality assets for new services	New services can be provided in a timely fashion
Asset rationalisation	Identify opportunities to optimise the functionality and utilisation of facilities	Reduce portfolio lifecycle costs and risks
	Consider developing an asset rationalisation plan to decommission assets that are underused, obsolete, or otherwise not fit-for-purpose	

4.3 Focus Area 3 – Risk and Resilience

Asset management involves balancing levels of service, cost, and risk. Council should develop a full understanding of the risks of its assets, asset portfolio and asset management, and integrate assets risk management with the enterprise risk management framework.

Council must prepare for Climate Change which serve weather is expected to become more frequent, and design, build and modify assets to withstand such events. Council should also provide leadership in climate change mitigation by reducing its carbon footprint and water usage

Table 14 Risk and resilience action plan

Area of focus	Strategy	Desired Outcome
Environmental Outcomes	Develop environmental levels of service	Reduce impact of Council's asset portfolio on the environment
	Identify and plan for achieving environmental outcomes	Achieve Council's environmental goals and targets
Climate Change	Design, build and modify assets to minimise energy and resource consumption	Reduce Council's carbon emissions and water usage.
	Design and build assets that will withstand the effects of climate change	Reduce service disruption and recovery costs due to extreme weather events
	Address resilience in AMPs	
Managing Risks	Review and formally document the criticality framework, and identify and manage critical assets	Critical assets remain in service at all times
	Assess, monitor and mitigate risks to facilities, assets, and asset management	Reduce risk exposure



4.4 Focus Area 4 – Governance and Leadership

Council recently assessed its asset management maturity and is committed to implementing an improvement plan and embedding good asset management practices.

Table 15 Governance and leadership action plan

Area of focus	Strategy	Desired Outcome
People and Leaders	Develop a culture of asset management through continual communication, awareness and training	Increase asset management maturity
	Enable better asset management practices by providing fit-for-purpose technology, software, data and equipment	Asset-related decisions are informed and supported by trustworthy data
	Establish an Asset Management Steering Committee	Strategy and plans are successfully implemented with support of senior leadership
Governance	Develop a robust framework for decision-making and prioritisation of asset investment and expenditure	Decisions are justified, defensible, and transparent to stakeholders
Asset knowledge	Identify and define the data needed for asset management reporting, costing and decision-making	Information about assets is reliable, up-to-date, and relevant
	Implement the necessary software applications and associated devices and technologies to acquire, maintain and use asset information more efficiently and effectively.	Council's asset information systems and technologies are affordable and sustainable.
	Develop and implement an asset information strategy and plan to manage asset data and information throughout its lifecycle	Council manages asset data as a corporate asset and provides adequate resources to manage asset information.



5 Asset Management Practices

5.1 Asset inventory and data

5.1.1 Asset inventory

Council's asset portfolio is valued at almost \$585 million across four portfolios, as shown in the table below.

Table 16 Asset portfolio (values at 30 June 2024)

Asset Management Plan	Asset Class (SS7)	GRC (\$'000s)	WDV (\$'000s)	Ann Dep (\$'000s)
Buildings	Buildings	90,791	67,051	1,227
Buildings Total		90,791	67,051	1,227
Transport	Roads	217,327	126,025	2,619
	Bridges	11,106	7,916	91
	Footpaths	45,684	2,848	534
	Bulk earthworks	38,830	38,830	
	Car parks	7,654	5,938	73
Transport Total		320,601	181,557	3,317
Stormwater	Stormwater	129,697	58,592	931
Stormwater Total		129,697	58,592	931
Open Space	Other open space	43,694	33,035	2,153
Open Space Total		43,694	33,035	2,153
Grand Total		584,783	340,235	7,628

5.1.2 Asset information systems

Council is in the process of reviewing our asset management information system, as part of a larger project to refresh Council's Enterprise Resource Planning (ERP) systems. Council's asset registers have been structured and verified in readiness for the eventual system.

5.2 Condition Data Collection and Validation

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. An industry condition rating matrix is detailed below.



Table 17 Condition assessment matrix

Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition however is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

5.3 Confidence in Data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system.

Table 18 Data confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The summary of confidence in asset data for all asset classes is shown in the table below.

Table 19 Summary of asset class data confidence

Asset Class	Inventory	Condition	Age	Overall
Transport Assets	Reliable	Acceptable	Acceptable	Acceptable
Stormwater Assets	Reliable	Uncertain	Acceptable	Acceptable
Open Space Assets	Reliable	Acceptable	Acceptable	Acceptable
Buildings Assets	Reliable	Acceptable	Acceptable	Acceptable

5.4 Asset Lifecycle Management Strategies

This section considers the need to balance expenditure and risk across all asset classes. As shown in the table below, some asset classes are in a negative funding position while others are in a positive funding position. Overall, such a position is not surprising given the current growth in population and dwelling numbers. However, care must be taken to ensure that the funding position is justifiable. This can be done by:

- Improving the quality of data and undertaking sound analysis to be confident that the required amounts of funding are reasonable
- Consulting stakeholders within Council to reach agreement that the funding position is acceptable or discuss trade-offs.



Table 20 Asset lifecycle management strategies

Asset Management Plan – asset group	Operational expenditure funding position (\$'000s)	Capital expenditure funding position ('000s)	Management Strategies
Transport	-\$12,578	+38,715	Consider adopting the sustainable scenario from Year 5 onwards
Buildings	+\$5,742	+\$11,597	Condition inspection and component-level renewal programs; consider rationalisation plan
Stormwater	-\$14,457	-\$3,026	Condition inspections and defect analysis (CCTV)
Open Space	+\$24,667	+19,734	Consider adopting the sustainable scenario from Year 5 onwards

5.4.1 Lifecycle strategies

The key strategies in each asset class are summarised below, with further details in the Appendices.

Buildings

Plan for acquisitions as a result of growth, in particular transport-oriented development (TOD). Consider rationalising or disposing of older buildings.

Open Space

Plan for acquisitions as a result of growth, in particular transport-oriented development (TOD). Ensure maintenance and operational costs are correctly captured in the finance and assets systems so that future expenditure needs are forecast and funded.

Transport

Continue to investigate emerging technologies and materials to reduce lifecycle costs while achieving improved environmental performance.

Stormwater Drainage

Undertake a prioritised CCTV inspection program to identify assets in poor or failed condition.

5.4.2 Acquisition Strategies

The growth in population, dwellings and associated infrastructure, within Strathfield LGA and the surrounding LGAs, will result in Council acquiring new assets and upgrading existing assets. Upgrading an existing asset is a



combination of renewal, disposal and new expenditure. The Council estimates the following split between renewal (replacement of existing assets) and new (additional assets) for upgrade projects:

Table 21 Upgraded assets renewal/new and upgrade split

Asset Group	Renewal	New / Upgrade	Total
Transport			
Bridge	60%	40%	100%
Footpath	80%	20%	100%
Road	80%	20%	100%
Roadside	60%	40%	100%
Buildings	70%	30%	100%
Stormwater	60%	40%	100%
Open Space	60%	40%	100%

Council will deliver capital new assets, upgrade of existing asset and renewal of existing assets projects to meet level of service objectives by:

- reviewing current and required skills base and implementing training and development to meet required construction and project management needs.
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.
- ensuring upgrade forecasts are correctly split between the renewal component and the new component.
- continually reviewing project data to determine the renewal component based on modern engineering equivalent assets.

5.4.3 Funding Strategies

Funding for new and upgrade assets (including the new component of existing assets) is ideally sought from developer contributions and grants; however, these do not include the ongoing operation and maintenance costs.

Grants and programs currently funding new and upgraded assets include:

- Western Sydney Infrastructure Grants Program ('WestInvest') (State).
- Essential Community Sport Assets Program – Sport Infrastructure Recovery fund (State).
- Local Roads and Community Infrastructure (LRCI) Grant – Federal.

Renewals are funded by the four-year special rate variation (SRV). Other acquisitions are funded from general



revenue.



6 Levels of Service

6.1 Defining Level of Service

There are a variety of ways to describe Levels of Service (also known as service levels). The concept adopted in this plan is that:

'Levels of Service are output descriptions supported by quantifiable performance measures'

A level of service is a measurable description of what Council delivers (or intends to deliver) in a particular activity which relates to something that can be controlled. Service levels may relate to:

- the quality and functionality of the assets
- the quantity and provision of assets
- the condition of the assets
- the safety and security of the assets.

The objective of asset management is to manage assets in a way that delivers best possible value to the community, while complying with legislative requirements and meeting technical standards. This requires an understanding of the community's service needs, expectations, and preferences, as obtained through community consultation. Setting levels of service needs to balance known community service priorities with the cost of providing the service and the community's willingness to pay (directly through fees and charges or indirectly through rates).

There are two types of service levels:

- Customer levels of service relate to the service the customer receives, for example the quality and safety of play equipment.
- Technical levels of service relate to how Council supports the service, for example the frequency of safety inspections, or the time taken to replace a failed part.

6.2 Performance Measures

The level of service statement is supported by performance measure(s), that indicate how the organisation is performing in relation to that level of service.

For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days'. However, it is important to recognise that performance measures may be influenced by external factors that Council cannot fully control. For example, Council may have limited ability to influence antisocial behaviour that leads to vandalism, but can respond to vandalism within a specified time.

6.3 Service Level Outcomes

The levels of service in this plan have been developed with a customer focus and grouped into core customer value areas that are referred to as Service Level Outcomes. These service level outcomes (sometimes referred to as service criteria) encompass:



Table 22 Service level outcomes

Criteria	Desired outcome	Example performance target
Access	Customers have access to the services they need and want. Access criteria include location and time available (e.g. out of work hours)	Service located within 400m of every dwelling
Accessibility	Facilities incorporate provisions for people with a disability to have physical access	100% of public toilet blocks are DDA compliant
Availability	Services are available to customers as advertised	Service is open 365 days per year
Affordability	The cost of services is affordable to customers	Fees increase by CPI or less every year
Health and safety	Services do not pose hazards to people, property or wildlife. Services are operated safely.	Zero road fatalities
Quality	Assets are built to last their design life	Premium paving is used in all high traffic shopping areas
Condition	The extent of deterioration or wear and tear on the assets is acceptable	90% of assets in condition 3 or better
Reliability	Assets perform their function when required	Asset is in service 95% of the time
Responsiveness	Customers' requests and reports are acknowledged and acted on in a timely manner	Customer requests are responded to within seven days
Customer satisfaction	Customers report that the service meets their needs	Customer satisfaction is 80% or more
Sustainability.	Services and assets are financially and environmentally sustainable for current and future generations.	100% of Council's electricity is sourced from renewable energy

Each of the service level outcomes is related to the objectives in Council's Community Strategic Plan. Each asset class helps deliver the services required by the community. These service level outcomes are important to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and Council, as shown in the table below.

**Table 23 Levels of Service - current performance**

Asset Type	Key Performance Indicators	Target Performance	Current Performance
Roads	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Sustainability, Health & Safety	Refer to AMP	Refer to AMP
Buildings	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Affordability, Sustainability, Health & Safety	Refer to AMP	Refer to AMP
Stormwater	Quality/Condition, Reliability/Responsiveness, Affordability, Sustainability, Health & Safety	Refer to AMP	Refer to AMP
Parks & Recreation	Accessibility, Quality/Condition, Reliability/Responsiveness, Community Satisfaction, Sustainability, Health & Safety	Refer to AMP	Refer to AMP

7 Future Demand

7.1 Population growth

The population of greater Sydney continues to grow, with State and Local governments devising strategies and plans to increase housing and provide the required infrastructure and services. Population forecasts are shown in the table below.

Table 24 Future population projection

Demand Drivers	Present Position	Forecast	Impact on Services
Residential development (forecast.id)	Estimated population in 2023 of 47,824 18,273 dwellings in 2021 Source: population.id	Estimated population of 55,049, an increase of 7.67% (source: forecast.id) 22,150 dwellings in 2036	Will lead to increased demand for services and increased usage of community facilities
Residential development (contributions plan)		Additional 19,440 residents 8,100 new dwellings	Developer contributed assets potentially valued at more than \$400m

Council's draft Section 7.12 Local Infrastructure Contributions Plan (2024) details the changes in population that will lead to a substantial increase in the size and complexity of the asset portfolio.

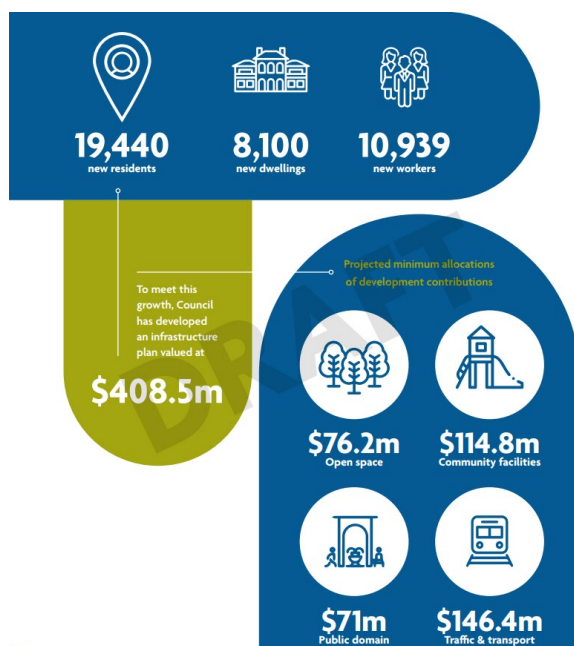


Figure 6 Projected growth from development (excluding Homebush TOD)



7.2 Demand Impacts

The following general implications and impacts predicted on the Council assets, based upon changes and trends, are summarised in the table below.

Table 25 Future demand impact

Demand Factor	Impact on Services
Population	Population growth will place an increased demand on assets, parks, active transport links, and community centres and lead to increased parking and traffic congestion
Demographics	The trend towards multicultural society, an increasing and older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets
Lifestyle and recreation	Will impact on the type and size of facilities provided into the future. Emerging sports (e.g. pickleball) and mobility devices (e-scooters, e-bikes)
Social/Economic	High inflation and cost-of-living pressures affect demand for (or willingness to pay for) discretionary services
Transportation Changes	Smart, multi-modal transport solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of transport
Environment and Climate	Some assets may be impacted by change such as more severe weather events. Buildings and facilities will need to be safe to access, occupy and use in more extreme weather (heat, wind, rain)
Technology	Community may demand Council adopt new or recently emerged technologies such as AI, Internet of Things, Smart (city) poles, renewable energy, battery storage Community may demand Council expand technologies such as public Wi-Fi in buildings and parks, decorative lighting, EV chargers, parking meters (or alternatively may oppose these technologies)

7.3 Demand Management Strategies

Ideally, demand for specific infrastructure types is analysed in specific service-related strategies, strategic planning documents such as master plans and developer contribution plans, and population forecasts.

A forecast increase in demand for services and infrastructure will require Council to consider options such as:

- increasing the quantity, capacity or functionality of existing assets.
- acquiring new assets to meet newly emerging service demand.
- adjusting levels of service (e.g. more frequent maintenance).

Where Council is unable or unwilling to acquire new assets, non-asset solutions should be considered.

Demand for services can also decrease due to changes in demographics, population, lifestyle, technology and fashion. Where demand is decreasing, Council can consider options such as:

- rationalising assets – moving services to higher quality facilities so that older, lower quality or underutilised facilities can be demolished or sold.
- repurposing – reconfiguring or renovating facilities to accommodate alternative services.
- temporarily closing ('mothballing') assets to reduce operational cost temporarily.



These options enable Council to divert resources to services that are in higher demand.

Demand management strategies will be developed for each asset class to effectively manage the growth of Strathfield Council. The plans will also need to manage the changing expectations of the community as the demographic profile of the area changes and develops. The eventual demographic profile may change as the planned new dwellings are approved and built.

Key strategies and plans that will inform the acquisition strategies in the asset management plans are:

- Homebush TOD Master Plan (State Govt 2024).
- Section 7.12 Local Development Contributions Plan (2024).
- Recreation and Wellness Strategy (2025 – in development).

Additionally, demand for assets may lead to State Government initiatives and projects. For example, the review of the Roads Act (1993), taking place in 2025 and 2026, will impact Councils.

8 Expenditure Projections and Reporting

Based on the proposed expenditure detailed in the individual Asset Management Plans, the following figures and table summarise the overall expenditure on infrastructure assets by Council. It compares this to the expenditure required to maintain the asset base in the base case position (i.e. the required spend as reported in the 2023/24 financial statements).

The average capital and maintenance expenditure on Council assets over the ten-year forecast (2025-2034) period is approximately \$27.8 million per year. This compares to the expenditure required to maintain, operate and renew the asset network being \$18.9 million per year. This indicates that Council has funded 147% of its required asset expenditure over the period of the plan. This is as expected as Council has increased its rates revenue via SRV to fund renewals at a level that will reduce the backlog.

In this scenario, Council's forecast expenditure will see a reduction in backlog, an increase in depreciation and potentially a reduction in maintenance spends.

While it is theoretically desirable to meet financial sustainability ratios, there are a number of assumptions and variables that could change in the future. These include:

- Improved condition assessment techniques (including technologies that use AI and machine learning to identify and classify defects in roads and stormwater assets).
- Changes to useful lives.
- Continued availability of developer contributions, and state and federal grant money, to fund new and expanded assets.
- Cessation of the special rate variation after four years.

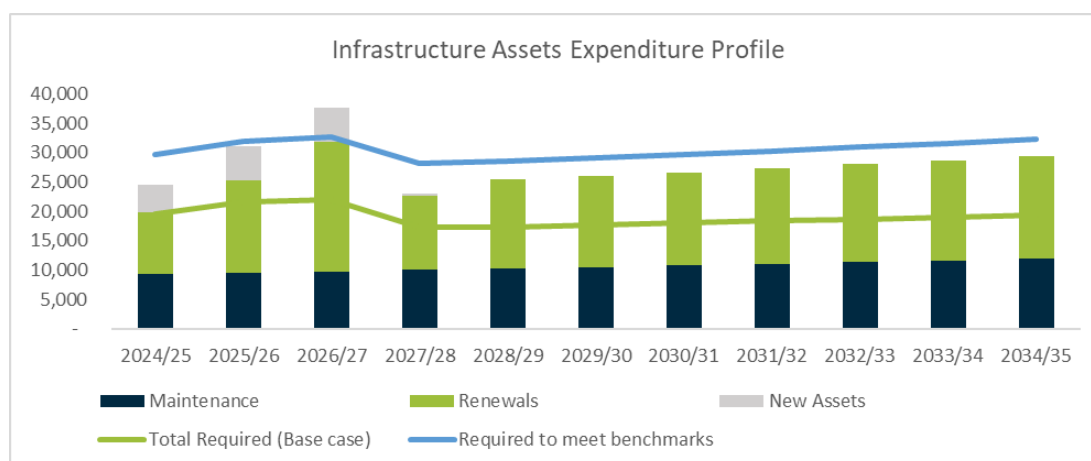


Figure 7 Infrastructure expenditure profile



Table 26 Long term expenditure projections

Expenditure Projections (\$000) - Combined Assets		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Actual	Renewal	10,599	15,704	22,168	12,691	15,150	15,529	15,917	16,315	16,723	17,141	157,935
	New and Expanded Assets	4,659	5,945	5,666	312	0	0	0	0	0	0	16,583
	O&M	9,270	9,502	9,739	9,983	10,232	10,488	10,750	11,019	11,295	11,577	103,855
	Total Expenditure	24,528	31,151	37,573	22,986	25,382	26,017	26,667	27,334	28,017	28,718	278,373
Required	Required Renewal (Depreciation)	7,819	8,108	8,533	8,922	9,121	9,304	9,490	9,679	9,872	10,068	90,916
	New and Expanded Assets	4,659	5,945	5,666	312	0	0	0	0	0	0	16,583
	Required O&M	7,097	7,473	7,836	8,009	8,166	8,326	8,490	8,656	8,825	8,997	81,875
	Total	19,575	21,527	22,035	17,243	17,287	17,630	17,979	18,335	18,697	19,066	189,373
Gap	Maintenance Gap	2,173	2,029	1,904	1,974	2,066	2,162	2,261	2,363	2,470	2,580	21,981
	Renewals Gap	2,780	7,595	13,634	3,769	6,029	6,225	6,427	6,636	6,851	7,072	67,019
	Overall (GAP)	4,953	9,624	15,538	5,743	8,095	8,387	8,688	8,999	9,320	9,652	89,000



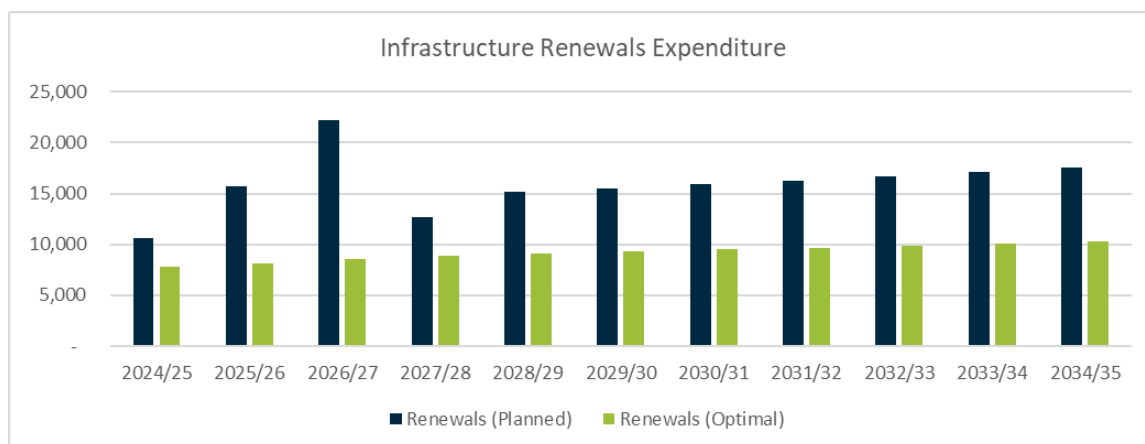


Figure 8 Asset renewal expenditure

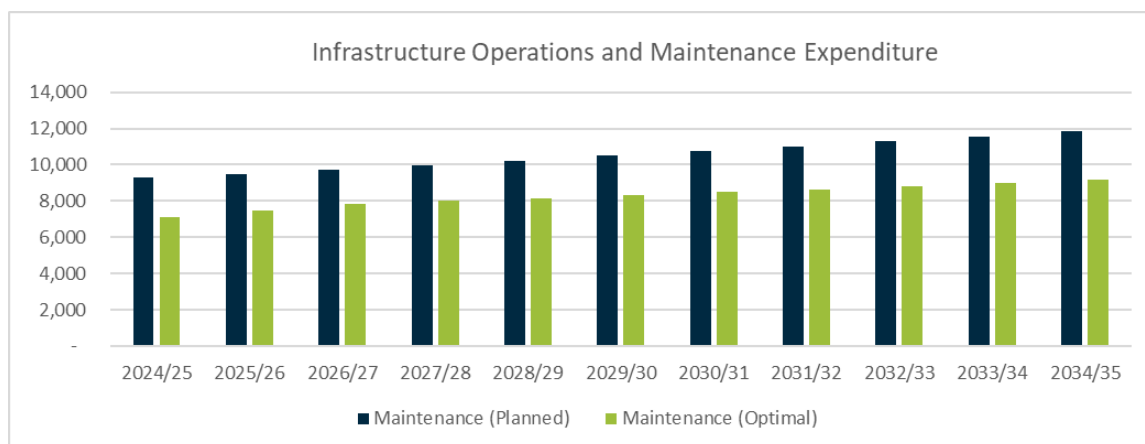


Figure 9 Asset operational and maintenance expenditure

8.1 Financial Ratios

8.1.1 Asset Renewal Ratio

This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period.

The renewal ratio fluctuates largely due to the forecasting of large, grant-funded projects for parks and public domain areas, which have a renewal component (estimated around 60%) and new component (40%). New assets add to future depreciation estimates.

The forecast expenditure includes renewal works funded by the special rate variation approved by IPART from 2023 onwards. These works were to address the backlog which, based on the data at the time, stood at 4.2%.

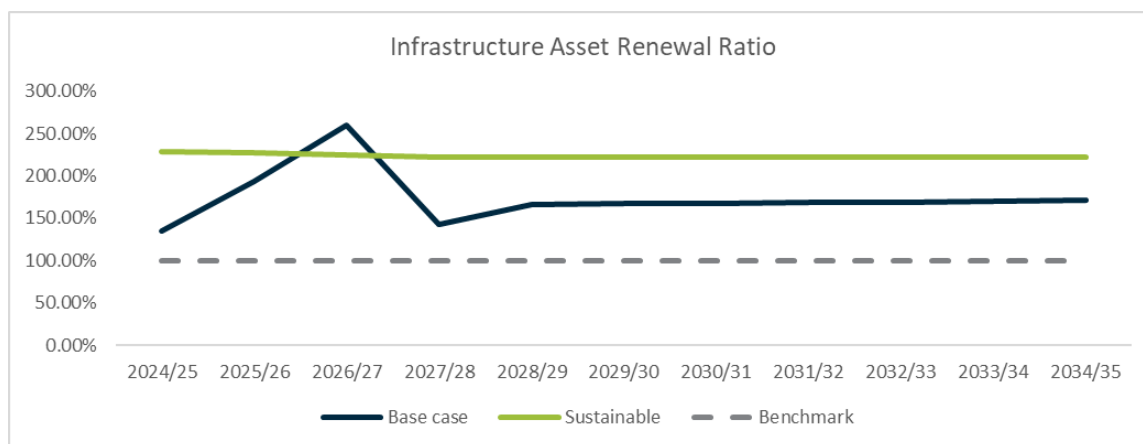


Figure 10 Asset renewal ratio

8.1.2 Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance for each asset class, i.e. the expenditure considered sufficient to keep the asset in service and in the condition expected for its age. A ratio of above 100% indicates that the council is investing enough funds that year to prevent the infrastructure backlog from growing. The benchmark is greater than 100%.

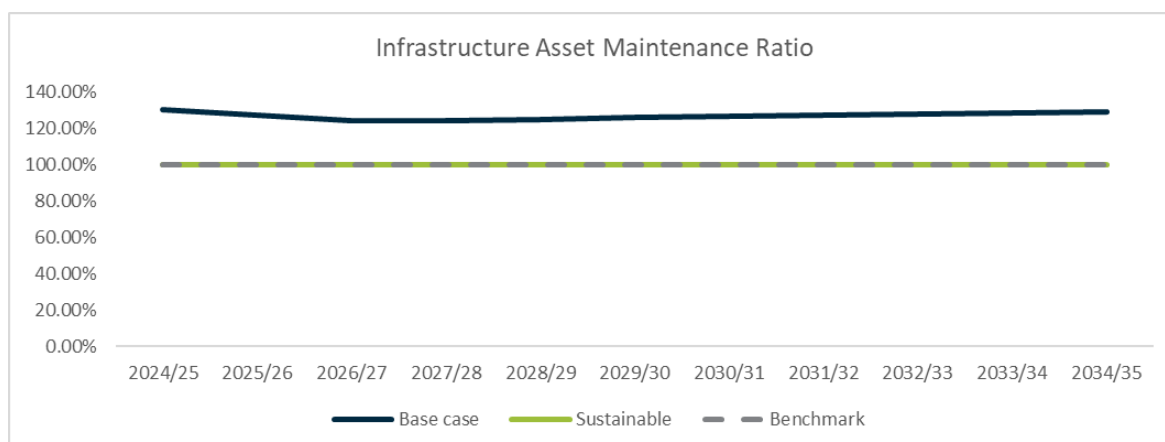


Figure 11 Asset maintenance ratio

8.1.3 Asset Backlog Ratio

This ratio shows what proportion the infrastructure backlog (cost to satisfactory) is against the carrying value of a council's infrastructure. The benchmark is less than 2%. A ratio in the range of 2-5% is considered reasonable.

The base case forecast sees the backlog ratio reduced to around 5% by 2027/28. A large proportion of the backlog is due to stormwater assets assigned an age-based condition of '4'. This is probably overstated and should decline as Council undertakes CCTV inspection of the stormwater network in the coming years. (Refer also to the Stormwater AMP).

The chart below compares backlog (cost to satisfactory and backlog ratio) by asset class and assumption. There is no standardised method for councils to determine cost to satisfactory.

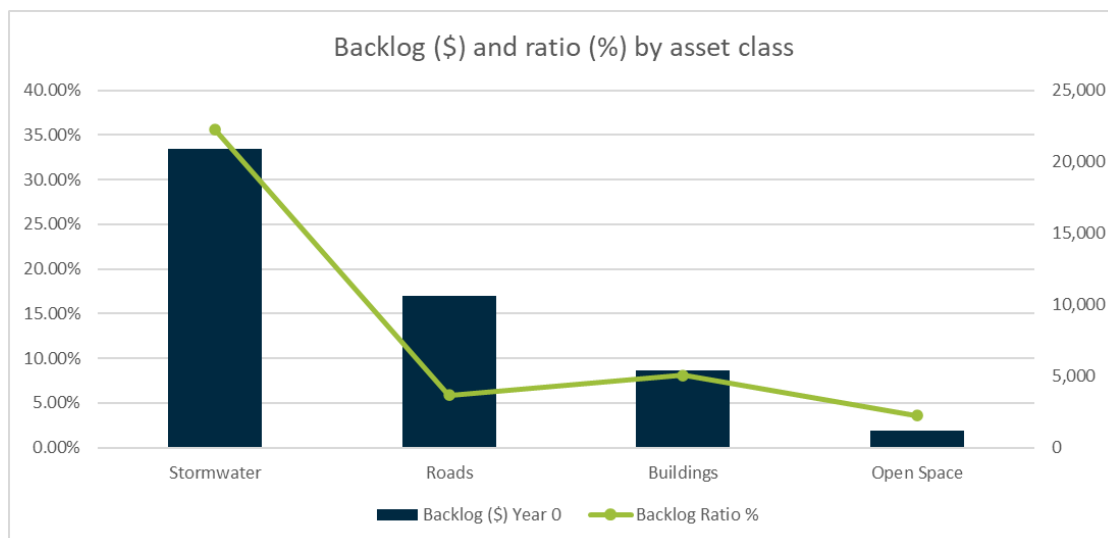


Figure 12 Backlog by asset class (2023/24)

The figure below shows the backlog ratio forecast based on the standard calculation used by Morrison Low. In this scenario, Council's current planned expenditure will see the backlog decline to around 7% in ten years. The 'sustainable' spend would not see the backlog reach the benchmark by 2033/34, however, Council is unlikely to have the funds for such a large spend.

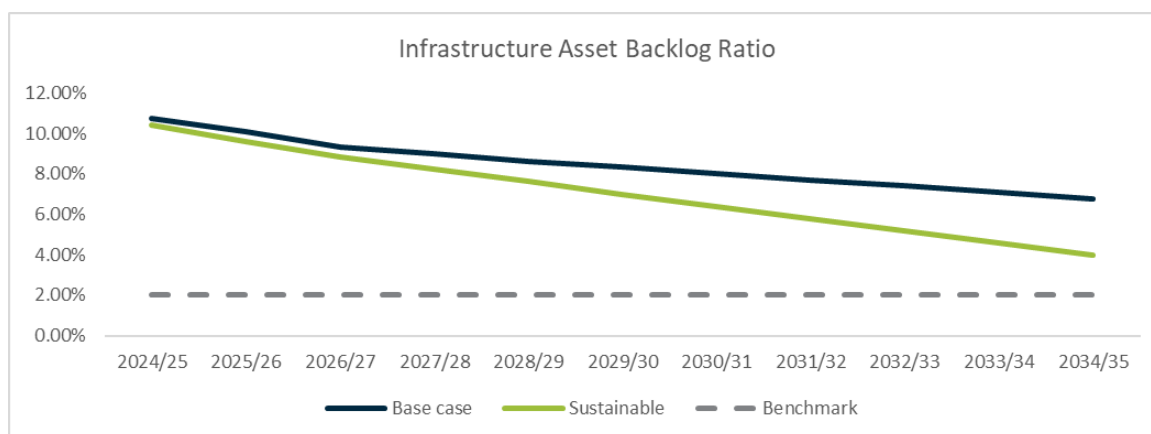


Figure 13 Backlog ratio forecast (SS7 2023/24)

9 Risk and Criticality

9.1 Risk Management

Risk management is defined in AS ISO 31000:2018 as: *'the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.'*

A high-level risk assessment process to identify risks and to outline a plan to address the risks relating to assets is being developed (2024). The risk matrix is shown below:

Table 27 Strathfield Council Risk matrix

	Likelihood				
	Insignificant	Minor	Moderate	Major	Critical
Almost Certain	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly ELT Review	EXTREME Monthly ELT Review	EXTREME Monthly ELT Review
Likely	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly ELT Review	HIGH Quarterly ELT Review	EXTREME Monthly ELT Review
Possible	LOW Accept the Risk Routine Management	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly ELT Review	HIGH Quarterly ELT Review
Unlikely	LOW Accept the Risk Routine Management	LOW Accept the Risk Routine Management	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly ELT Review

9.1.1 Enterprise Risk Management Framework

Council's Enterprise Risk Management (ERM) Framework covers a wide range of services, programs and activities. Council has many diverse stakeholders with varying needs and expectations. Therefore, the scope of Council's organisation-wide risk management is broad and includes strategic and operational risks.

Table 28 Material strategic risks for assets

Risk category	Effects on assets
---------------	-------------------



Climate change	Extreme weather events may damage or destroy assets, reducing availability Increasing temperatures may affect user comfort and safety, reducing utilisation and function
Evidence-based decision-making	Long term costs of poor design decisions Increased risk from assets remaining in service while in poor condition
Financial Sustainability	Operations and maintenance costs are unaffordable Levels of service are reduced
Information and Communication Technology	Data is not fit-for-purpose for decision making Systems are cumbersome for users leading to poor data maintenance
Infrastructure	Council's infrastructure is insufficient to meet community expectations for availability, accessibility, affordability, functionality Infrastructure cannot keep up with demand from development

Council's risk management process closely follows guidelines set out in AS/NZ 31000:2009.

9.2 Critical Assets

Critical assets are those assets that have a high *consequence* of failure, although not necessarily a high *likelihood* of failure. By identifying critical assets and critical failure modes, Council can develop management strategies for those assets. Such strategies include:

- more frequent inspection
- preventive maintenance
- security enhancements
- capital works prioritisation
- resource prioritisation
- emergency preparedness and business continuity planning
- resilience improvements (e.g. redundancy).

ISO 55001 Cl 6.2.1.2b requires organisations to 'review the importance of assets related to their intended outcomes, objectives and product or service requirements.' ISO 55002 Cl 6.2.2.1 suggests that 'a risk ranking process can determine which assets have a significant potential to impact on the achievement of AM objectives.

Strathfield Council has used a basic approach in identifying critical assets for each major asset class. The critical asset risk matrix rates Council-owned assets from high to low in various criteria specific to the asset class.

Council uses four categories of criticality, as shown in the table below:

Table 29 Asset criticality levels

Category	Description	Management strategy
Low	There are no material consequences from asset failure	Normal operations and maintenance
Medium	The consequences of failure are within acceptable	Normal operations and maintenance



	limits (e.g. risk appetite)	
High	The consequences of failure are near the limit of acceptability	Monitor asset health and performance
Very High	The consequences of failure are unacceptable	Specific management plan

The assets identified as high have currently been ranked as critical. Common criteria for 'High' critical assets per asset group are listed in the table below.

Table 30 Criteria for 'High' critical assets per asset group

Transport	Buildings	Stormwater	Open Space
Road Classification	Civic purpose	Pipe Size	To be developed
Emergency Services	Size	Private Property / Building	
Schools	Multipurpose	Road Classification	
Bus routes	Daily use	Critical Flooding Location	
Accident history	Hazardous materials stored on site	Flood Function	
Isolated Communities	Historical significance		
	Emergency Service / management use		

Having considered the critical risk matrices and based on the operational expertise and experience of Council officers, the following assets are considered the most critical assets for the organisation.

Table 31 Critical assets

Asset Class	Organisational Critical Assets
Transport	To be determined in AMP
Buildings	To be determined in AMP
Stormwater	To be determined in AMP
Open Space	To be determined in AMP

10 Implementation, Monitoring and Improvement

10.1 Implementation

The Asset Management Strategy and Asset Management Plans will be implemented by Council's Engineering and Operations teams.

To increase the likelihood of successful and effective implementation Council has undertaken a maturity assessment and identified key areas of improvement that align with the priorities and areas of focus of this Strategy.

10.2 Monitoring and Review Procedures

The Asset Management Steering Committee will monitor the implementation and effectiveness of the Asset Management Strategy and Asset Management Plans.

The Strategy will be revised at least every four years in line with the Integrated Planning and reporting Cycle. Additional revisions may be undertaken if required, at the recommendation of the asset staff or the steering committee.

10.3 Asset Management Maturity

Council's asset management practices are estimated to be at an 'Aware' level of maturity (Morrison Low, 2024).



Figure 14 Maturity assessment 2024



10.4 Improvement plan

Council has developed an improvement plan which is shown below. Implementing the highest priority actions should see Council achieve a 'Basic' level maturity in 2025 and a 'Core' level of maturity by 2027.

Table 32 Improvement plan

Action	Priority	Responsibility	Effort	24/25	25/26	26/27
Asset Knowledge and Data						
Document all condition and defect identification assessments	H	Internal	\$		●	
Develop processes for asset identification using unique IDs	H	Internal	\$		●	
Asset Knowledge Processes						
Document the assumptions and method for calculating the asset performance ratios (backlog, maintenance, renewal and sustainability)	H	Internal/external	\$	●		
Strategic Asset Planning Processes						
Develop a 'first cut' Asset Management Strategy and AMPs by April 2025. Involve all relevant departments in consultation and development of SAMP and AMPs	VH	Internal/external	\$\$	●		
Review and update the Asset Management Policy	H	Asset Management Steering Committee	\$		●	
Develop lifecycle costing processes and guidelines and start identifying lifecycle costs against assets	H	Internal	\$\$	●	●	●
Develop annual, four year and ten-year capital programs based on weighted, prioritised criteria.	H	Internal	\$\$	●	●	●
Operations and Maintenance Work Practices						



Action	Priority	Responsibility	Effort	24/25	25/26	26/27
Identify critical assets and document these in the SAMP and AMPs. Establish a methodology for assessing critical assets	VH	Internal/external	\$	●		
Document processes for managing planned and unplanned maintenance	VH	Internal	\$\$	●		
Identify and catalogue existing and required or missing O&M manuals	VH	Internal	\$	●		
Develop service level agreements for maintenance	H	Internal	\$\$		●	●
Develop and document data collection, validation, auditing and management processes for maintenance	H	Internal/external	\$\$	●	●	●
Integrate maintenance and works management processes to the AMIS	H	Internal	\$\$	●	●	●
Develop and document quality management processes where appropriate	M	Internal	\$		●	●
Information Systems						
Procure and implement an asset management information system (AMIS)	VH	Internal	\$\$\$	●	●	
Combine all asset registers into the AMIS	H	Internal/external	\$\$	●	●	●
Develop parent-child and other relationships between assets in the AMIS	H	Internal	\$	●	●	
Ensure AMIS is integrated with other corporate and business systems	H	Internal	\$\$	●	●	●
Organisational Context						
Establish the asset management steering committee and meet at least three times before June 2025 and at least four times annually after that	VH	Director	\$	●	●	●



Action	Priority	Responsibility	Effort	24/25	25/26	26/27
Involve all departments with the development of the SAMP/AMP suite (through consultation)	VH	Internal	\$\$	●	●	●
Review organisation structure and position descriptions to capture required asset management responsibilities, skills and qualifications	H	Internal	\$	●	●	
Develop and document a process for making capital investment decisions	H	Internal/external	\$\$		●	●
Actively promote asset management throughout Council	H	AMSC	\$	●	●	●
Undertake a training needs assessment and develop a training plan for all asset management-related roles	H	Internal/external	\$\$	●	●	



Asset Management Plan - Transport
Strathfield Council
June 2025

**Document status**

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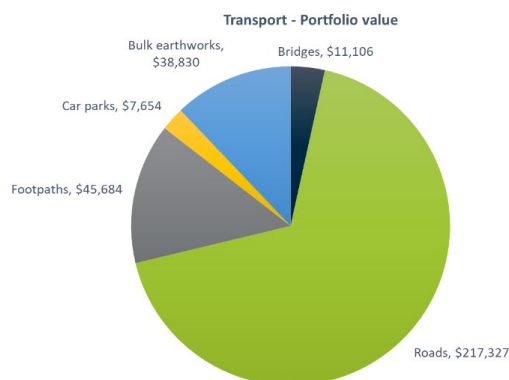


Appendix 1 Asset Management Plan – Transport Assets

Council's transport assets provide an essential service for the ratepayers, residents and visitors to Strathfield, enabling efficient and safe movement of people and goods around and through the area. Transport assets include roads, footpaths, kerb and gutter, car parks, bulk earthworks, bridges, and roadside assets such as traffic control devices and road signs.

The total asset value is \$320,601,000 as shown below.

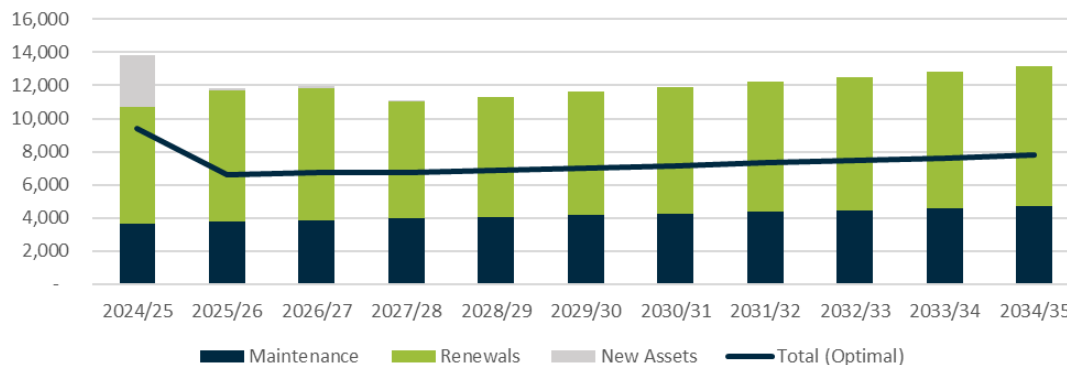
Figure 1 Transport Asset Dashboard (as at 30 June 2024)



Infrastructure ratio	Actual 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio	207.36%	198%	Year 1 (2024/25)	+\$3,650
			10-year average	+\$3,871
			10-year total	+\$38,715
Infrastructure backlog ratio	5.32%	1.8%		
Maintenance ratio	127.5%	132.3	Year 1	\$788
			10-year average	\$946
			10-year total	\$9,461
Total funding gap			Year 1	+\$4,439
			10-year average	+\$4,818
			10-year total	+\$48,176



Roads Expenditure Profile



A. 1.1 Main Findings

The planned forecast has a split of 63% renewals, 3% new and 34% maintenance where the optimal forecast has a split of 52% renewals, 5% new and 43% maintenance. Forecasts predict reaching a backlog of 2% by 2032/33. The transport network is in moderate to good condition overall, however there are a high percentage of assets sitting in the condition 3 band that will need to be monitored.

Having a renewals ratio of over 100% should counter the effect that the maintenance ratio is just below 60%. This will help with safety, availability, and customer satisfaction results.

Council's funding will see significant investment in:

- improving disability access to bus stops, bus shelters, and car parks,
- renewing and upgrading footpaths
- other renewals programs including bridges, road resheeting, and kerb and gutter renewals
- improvements to active transport through renewing and upgrading traffic facilities and shared paths.

Overall, Council's data is considered "reliable". The improvement plan is focussed on improving the documentation and frameworks around roles and responsibilities, condition data collection and affordable levels of service.



A. 1.2 Asset Inventory, Values and Condition

Table 1 Transport assets inventory, values and condition (as at June 2024)

Asset Class	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Roads	Roads	\$217,327	\$126,025	\$2,619	0.8%	36.6%	49.4%	11.8%	1.4%
	Bulk earthworks	\$38,830	\$38,830	-	100.0%	0.0%	0.0%	0.0%	0.0%
Bridges	Bridges	\$11,106	\$7,916	\$91	19.6%	0.0%	80.4%	0.0%	0.0%
Footpaths	Footpaths/Cycleways	\$45,684	\$2,848	\$534	9.6%	20.7%	61.6%	8.0%	0.1%
Car parks	Car parks	\$7,654	\$5,938	\$73	49.6%	20.4%	21.8%	7.2%	1.0%
Grand Total		\$320,601	\$181,557	\$3,317	35.92%	15.53%	42.65%	5.39%	0.51%

Overall, the portfolio is in fair condition as shown in the table above. The assets in conditions 4 and 5 need to be addressed to keep the assets safe and functional, specifically the roads, footpath and carpark asset group. The assets in condition 3 in the bridges group should also be monitored as it is a large amount at 80.4%.



A. 1.3 Asset Based Levels of Service

Table 2 Transport levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2023/24)
Customer				
Safety	Transport assets are safe	No. of reportable incidents due to asset defects per year	<= 2	
Quality	Transport assets are built and maintained at a high level of quality	Requests per annum in relation to maintenance requests.	<1000	
		Requests per annum in relation to renewal and maintenance requests.	<100	
Availability and Accessibility	Transport assets will be available and accessible during normal operating business hours	No. of hours roads closed per year	TBD	
Customer Satisfaction	Transport assets meet community needs	Community survey satisfaction score	>=65%	
Responsiveness	Response time to customer requests	Requests adequately responded to within target	> 70%	
Technical				
Safety	Transport assets comply with all relevant regulatory requirements	Regular compliance audits completed	TBD	
Safety	Transport assets are routinely inspected for hazards and risk	Safety inspections completed on schedule	TBD	
Quality	Maintenance is carried out to a high standard	Quality audits of maintenance work performed; no. of non-conformances found	TBD	
	Rate of deterioration is in line with expected useful life	No. of customer requests for renewal or maintenance each year is steady or decreasing	TBD	
Accessibility	Transport assets comply with relevant minimum	Compliance of available facilities with current standards	TBD	



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2023/24)
	accessibility standards relative to Transport function			
Condition	Assets are in an acceptable condition	Average network condition as measured every four years	2.5 or better	2.7
		Percentage of assets assessed as being in condition 5	5% or less	0.51%

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A. 1.4 Demand Management

Table 3 Transport future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	Increase of population and population density.	<ul style="list-style-type: none"> General increase in demand for all Transport services. Use of appropriate signage wherever practical, to make safe critical intersections or alignments instead of complete redesign and reconstruction.
Climate change	Climate change will see an increased risk of extreme weather events including storm events, heatwaves, floodings, sea-level rises and fire events.	<ul style="list-style-type: none"> There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of Transport assets. Introducing climate risk assessments will determine the impact on Transport performance and useful lives.
Access	Improved access to services required	<ul style="list-style-type: none"> Upgrade existing Transport network over time and ensure new or upgraded Transport assets are accessible/compliant.
Accessibility	Changing service needs and changing Transport requirements, particularly relating to accessibility.	<ul style="list-style-type: none"> Plan new projects to incorporate best practice and review compliance and accessibility needs for existing sites. Prioritise upgrade projects which have the most positive impact.
Expectation	Community expectations	<ul style="list-style-type: none"> Monitor community expectations through annual and targeted community surveys or deliberative engagement.
E-mobility	Capacity and safety	<ul style="list-style-type: none"> Engage with the community and other stakeholders to identify solutions to enable e-bikes and e-scooters to be used legally and safely in the LGA

A. 1.5 Life Cycle Management

The following section of the AMP identifies the processes required to effectively manage, maintain, renew and upgrade Council's Transport assets.

Improvements in technology will have a positive effect on the transport network and its assets, such as:

- Materials and techniques – Improved materials and techniques will reduce the extent of structural damage caused by extreme events and reduce in deterioration rates.
- Vehicle safety – Improved vehicle design and quality will mean that the road condition will become less important as the vehicles will be able to accommodate minor shape loss/deformations better.
- Bitumen quality – Bitumen manufacturers are constantly developing new products to suit modern day applications to cope with increased traffic volumes, increased solar radiation and environmental cracking. These improvements may mean roads have a longer useful life and require less maintenance over their life.
- Trenchless Technologies – Using trenchless methodologies will have a better impact on Council's



assets as the soundness of the road and footpath pavements is not compromised by new services within the road reserve.

- Sustainability – Introducing new sustainability technology when renewing and upgrading Transport assets can reduce lifecycle costs, meaning the cost savings can be put towards improving additional Transport assets.
- Asset Information Systems – Improving information systems for mapping, recording information and managing assets can lead to faster and more agile decision making, for example adjusting inspection regimes to match the amount of public usage and deterioration on certain components.
- Recycled materials – Exploring the option of using recycled materials will have a dual impact in terms of reduction in greenhouse gas emissions and reduction in initial asset construction costs, thereby enabling more assets to be renewed with the same allocation of annualised funds.
- New transport solutions – Will provide opportunities for active transport proposals to expand footpaths and cycleways to facilitate walking and cycling (including e-mobility devices).
- Artificial intelligence – AI systems can be used to monitor condition and defects in real time via vehicles, drones, or street cameras. AI systems can also predict assets' future condition, maintenance, functionality or safety.

1.5.1 Acquisition Strategies

New asset growth is limited within Strathfield, aside from Transport-Oriented Developments (TODs), which primarily impact public domain areas, traffic management, and open space areas, due to an influx of new residents and businesses around public transport hubs. It is important to note that when new assets are acquired, or assets are expanded or upgraded, this results in an increase in commitment of annual operational and maintenance funding to ensure continued service delivery of the asset over its lifecycle. All new assets must conform to Council specifications and standards, including data and information.

1.5.2 Renewals Strategies

The most current asset condition data is used to determine the amount of capital expenditure that is required to be spent on renewal in the next ten years. Renewal activities such as renewal of the road's surface, replacement of a footpath segment, bridge deck or barrier replacement will return the degraded service capability of the asset back to its original designed capability or modern-day equivalent.

Council's road assets are in reasonable condition overall.

The renewal of Transport assets will always be provided in accordance with Council's design standards, relevant Australian Standards and industry guidelines and best practices.

1.5.3 Maintenance Strategy

Operations can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities can include street sweeping, roadside mowing, bridge coating, linemarking, and cleansing. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors.

Over time, minor faults can occur within the Transport portfolio. Council addresses the repairs and maintenance of these faults (e.g. trip hazards) on the basis of defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset or asset component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

Operations and maintenance activities do not improve the condition of the assets but rather maintain the network to deliver the expected customer service levels.



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A. 1.6 Financial Outlook

The table below shows planned forecast (what Council is planning to fund) versus optimal forecast (what Council should consider funding to meet financial benchmarks). Over the 10-year period, there is a \$48,176,000 funding excess when compared to the optimal forecast.

Table 4 10-year expenditure projection – Transport

Budget Gap by Asset Group			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year total
Transport	Planned*	Renewal	7,050	7,949	7,990	7,113	7,291	7,473	7,660	7,851	8,048	8,249	76,673
		New and Expanded Assets	3,110	133	137	32	0	0	0	0	0	0	3,412
		Maintenance and Operations	3,661	3,753	3,846	3,942	4,041	4,142	4,246	4,352	4,461	4,572	41,016
		Total Planned Expenditure	13,821	11,835	11,973	11,088	11,332	11,615	11,905	12,203	12,508	12,821	121,100
Optimal** (as per SS7)		Required Renewal	3,400	3,400	3,517	3,605	3,680	3,757	3,836	3,916	3,998	4,082	4,167
		New and Expanded Assets	3,110	133	137	32	0	0	0	0	0	0	3,412
		Required O&M	2,872	2,931	2,991	3,054	3,118	3,183	3,249	3,316	3,385	3,456	31,554
		Total Optimal Expenditure	9,382	6,581	6,733	6,766	6,875	7,019	7,165	7,315	7,467	7,622	72,924
Funding gap			4,439	5,254	5,240	4,321	4,457	4,596	4,740	4,889	5,041	5,198	48,176

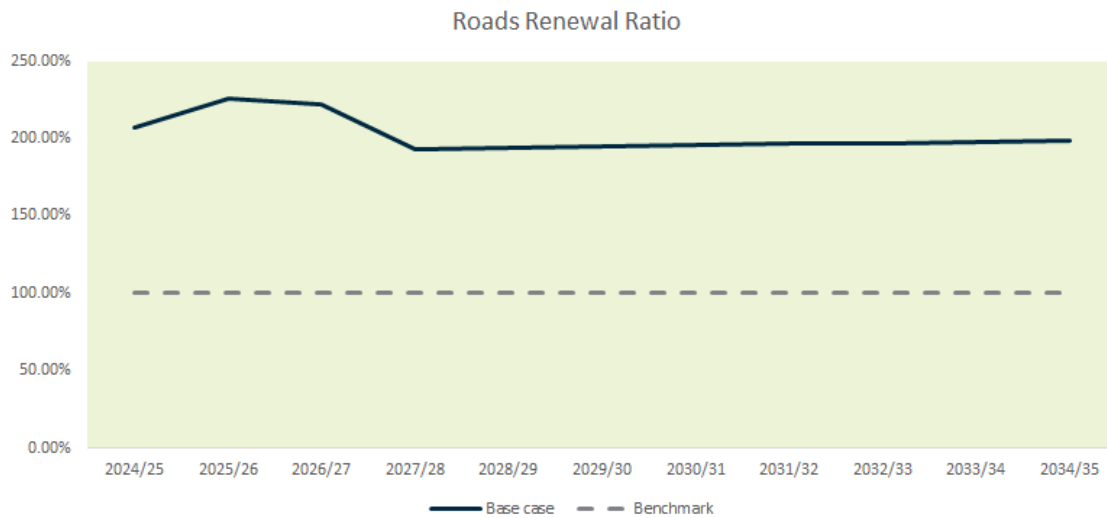
*Actual expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Optimal expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the 10-year period Council plans to spend 63% of its budget on renewals, 3% on new/expanded assets and 34% on maintenance and operations. To reduce the backlog ratio, Council should consider the optimal budget to ensure the funding is utilised effectively in the right place and at the right time.

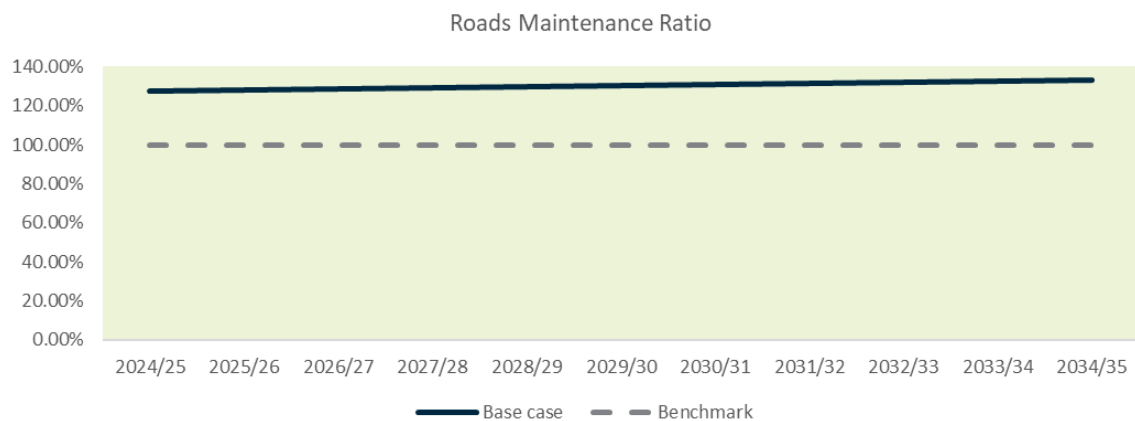


Figure 2 Transport renewal ratio



The renewal ratio indicates whether Council is allocating sufficient funding for the renewal/replacement of transport assets in its Long-Term Financial Plan. The benchmark is 100% and as indicated above, Council is funding consistently above the benchmark.

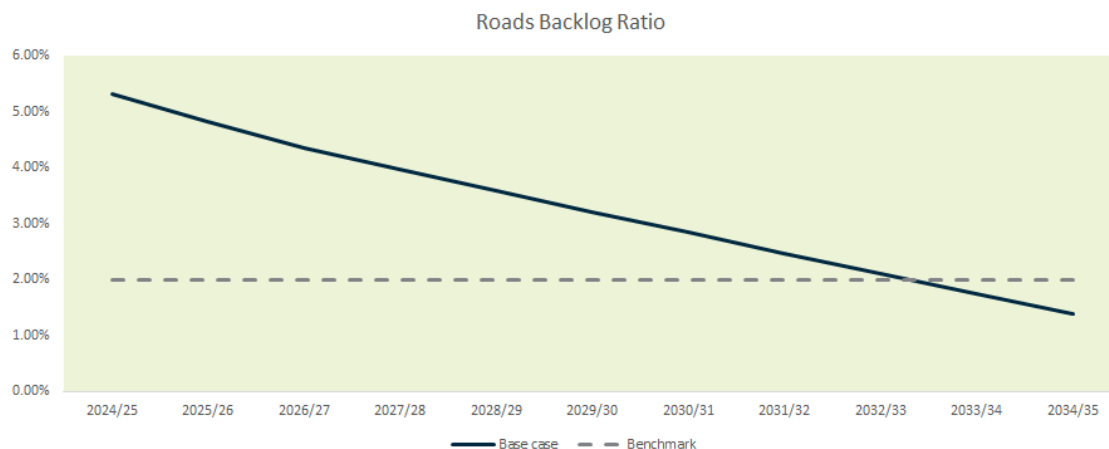
Figure 3 Transport maintenance ratio



This ratio compares proposed versus required annual maintenance funding. A ratio of above 100% indicates that Council is increasing its maintenance budget compared to earlier years. Council should improve the way it defines maintenance and operations activities to ensure consistency from year to year so that trends can be monitored.



Figure 4 Transport backlog ratio



This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of the transport assets. The transport backlog is brought back under 2% around FY32/33 and 33/34.

A. 1.7 Risk Management

Council has recognised the need to develop a corporate Risk Management Policy which sets the overall framework for addressing risk within the context of International Standard ISO31000-2018, Risk management – Principles and Guidelines.

Risk Management is defined in ISO31000:2018 as: 'coordinated activities to direct and control with regard to risk'. The development and adoption of this Policy outlines Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in the image below:

Figure 5 Enterprise Risk Management Framework (Council Risk Management Policy 2021)



Within the Transportation portfolio, an assessment of risks associated with service delivery from Council's Transport assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service. This identified:

Table 5 Transport risks

Service or Asset at Risk	Risk Event	Risk Rating	Risk Treatment Plan	Residual Risk
Footpaths & Pedestrian Bridges	Trip hazards	High	Implement proactive inspections of the footpath network in line with Council's proactive inspection regime and undertake remedial works as per the response times in Council's maintenance levels of service.	Medium
Footpath	Disabled pedestrians are not able to cross the roadway at a designated pram RAMP and hence may end up in the middle of the roadway or not able to get off the footpath.	High	Implement a proactive program over the following 5 years, whereby all footpath intersections which comprise of the footpath network are assessed for both construction of a pram crossing and compliance with the current Disability Discrimination Act	Medium
Roads	Vehicles being damaged as a result of road defects.	High	Implement proactive inspections of the footpath network in line with Council's proactive inspection regime and undertake remedial works as per the response times in Council's maintenance levels of service	Medium



Service or Asset at Risk	Risk Event	Risk Rating	Risk Treatment Plan	Residual Risk
Bridges	Bridges being damaged because of road defects	High	Implement proactive inspections of the Bridge network in line with Council's proactive inspection regime and undertake remedial works as per the response times in Council's maintenance levels of service.	Medium
All Transport	Structural failure.	High	Adopt a systematic inspection regime to regularly assess the structural integrity of critical Transport elements.	Medium
All Transport	Flooding.	High	Adopt a systematic inspection regime to regularly assess the structural integrity of critical Transport elements. Plan for remediation works where possible and/or prepare evacuation plans.	Medium

A. 1.8 Critical Assets

The following asset attributes should be considered when looking at critical Transport assets. These factors include:

Table 6 Transport critical asset attributes

Attribute	High	Medium	Low
Road Classification	Arterial Roads	Collector Roads	Local/Lanes
Emergency Services	Police, Ambulance, Hospital	Council depot RFS, SES, animal shelter	No
Schools	40km zones		No
Bus routes	School bus route		No
Accident history	Fatality	Accidents (hospitalisation)>5	
Isolated facilities	Only one road providing access to or from a critical facility	Only one road providing access to or from a non-critical facility	

Critical assets are assets that have a high consequence of failure, but not necessarily a high likelihood of failure. The attributes in the above table should be considered in identifying critical assets. To be considered a critical asset, the asset must meet several high or medium attributes. It does not need to meet all attributes.

Council has not yet identified critical assets. This has been noted as a high priority action in the improvement plan.



A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Each of the individual transport asset classes have different reliability rating as shown in the table below.

Table 7 Roads and transport data confidence

Asset class	Inventory	Condition	Age	Overall
Roads	Reliable	Reliable	Uncertain	Reliable
Footpaths	Reliable	Reliable	Uncertain	Reliable
Bridges	Reliable	Reliable	Uncertain	Reliable
Carparks	Reliable	Reliable	Uncertain	Reliable

The overall confidence level of the plan is considered to be '**Reliable**'.



A. 1.10 Improvement Plan

Table 8 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
T1	Develop a Transport responsibility matrix with a view to identify and streamline roles and responsibilities.	H	26/27	M
T2	Review and formally document the current operations and maintenance levels of service for all Transport assets owned or maintained by Council. These activities should take into account the Transport function, legislative requirements and utilisation needs when documenting activities and response times.	H	26/27	H
T3	Review and formally document Council's Transport condition assessment manual methodology framework. Review should incorporate an assessment of Transport assets to assist with long-term strategic planning outcomes.	M	27/28	M
T4	Ensure that new asset strategies, are reflected in future TAMP and the LTFP.	M	26/27	L
T5	Implement and schedule network wide Transport condition assessments on a 4-year cycle, to coincide with Council's Transport revaluation schedule.	M	27/28	M
T6	Formalise the critical assets criteria and identify critical assets.	H	26/27	L
T7	Develop service-based intervention levels for consultation with the community	M	26/27	M
T8	Develop weighted criteria for prioritising capital works expenditure	H	26/27	M



Asset Management Plan - Stormwater
Strathfield Council
June 2025

**Document status**

Ref	Version	Written by	Peer review	Approving director	Date
7834	draft	A. Grant	C. Scanlon, C.Anich	C.Anich	10 June 2025

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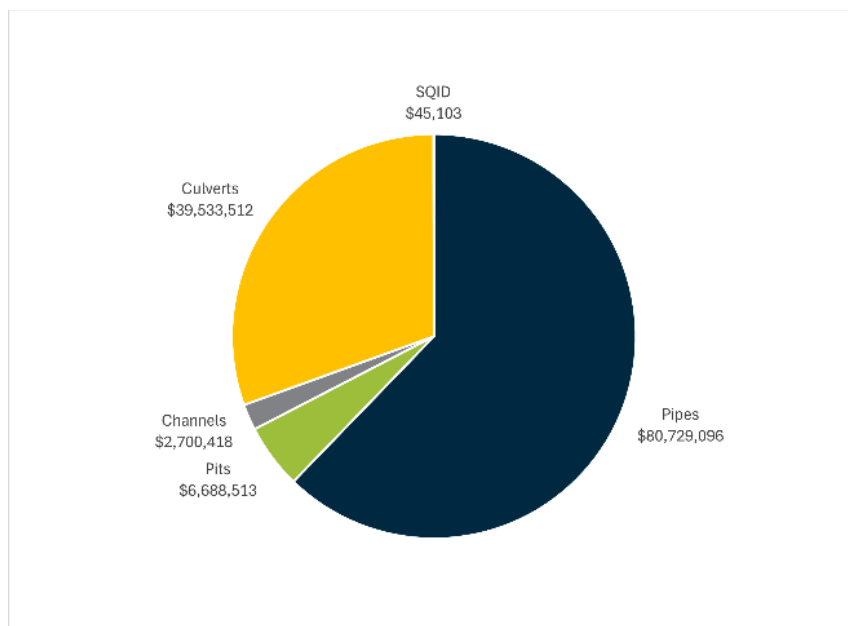


Appendix 1 Asset Management Plan – Stormwater Drainage

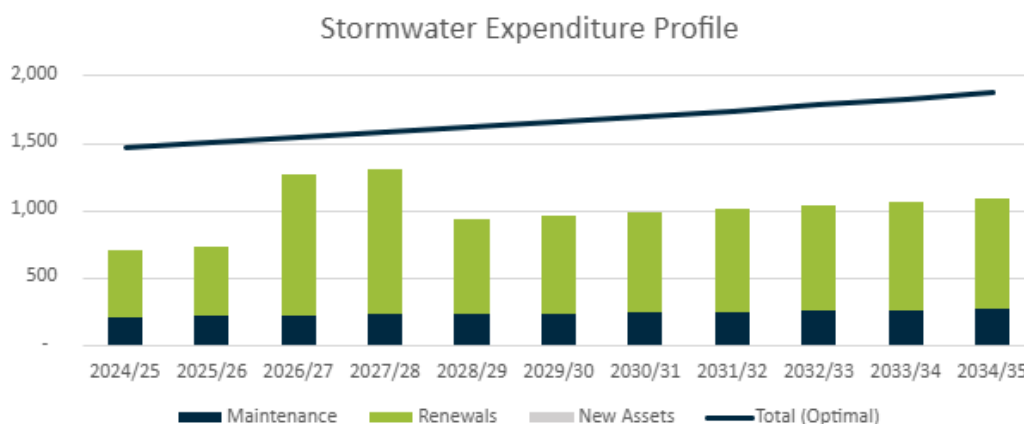


This Asset Management Plan (AMP) covers the infrastructure assets that serve Strathfield Council's (Council) stormwater needs. These assets include pipes, pits, culverts, channels and stormwater quality devices throughout the Council area that protects both life and property from larger storm events and minimises disturbances from minor storms. The total replacement cost of these assets is \$129,696,641 as at 30 June 2024, as shown below.

Figure 1 Stormwater Dashboard



Infrastructure ratio	Actual 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio	52.4%	62.2%	Year 1 (2024/25)	-\$454
			10-year average	-\$303
			10-year total	-\$3,026
Infrastructure backlog ratio	34.5%	25.7%		
Maintenance ratio	40.2%	40.4%	Year 1	-\$308
			10-year average	-\$345
			10-year total	-\$3,455
Total funding gap			Year 1	-\$764
			10-year average	-\$648
			10-year total	-\$6,481



A. 1.1 Main Findings

From Council's financial reporting, the percentage of assets in acceptable condition (condition 3 or better) is 57.7%. The estimated cost of returning the remaining 42.3% of assets to agreed level of service is \$55M. This represents the highest level of backlog for all of Council's Asset Classes.

The asset condition data for Council's stormwater assets is considered acceptable (see Section A.1.9 - Confidence Levels).

This is because most of the asset condition data is estimated based on age rather than by physical inspection.

The renewal forecast is based on recurring annual programs with no detailed forward works beyond Year 1. Renewal funding planned indicates a decrease in backlog over the 10-year period from 34.5% to 25.7%.

To mitigate the ongoing risk of underfunding asset renewals, Council will need to get a better understanding of its stormwater assets and how they are performing through a risk based, prioritised, condition inspection program. Getting a better understanding of the condition and useful life of the asset base will lead to a more realistic estimation of depreciation, allowing better modelling of the future expenditure requirements.

Maintenance is primarily reactive, and Council should ensure that works are correctly identified as operational or capital. The forecast maintenance ratio is around 40.4% which is lower than required to demonstrate sustainability. Council should review the calculation method and assumptions to improve confidence in this ratio.

Overall, Council's data is considered "acceptable." The improvement plan is focussed on improving both financial and technical data to give greater confidence in the financial projections and ratios.

Frequent, heavy rain events have placed increased strain on stormwater networks in eastern Australia. The community expects that stormwater networks have sufficient capacity, and are in suitable condition, to protect other infrastructure and property from stormwater flows and reduce pollution loads to receiving waterways.

Planning controls will be required to address flooding in identified flood-prone areas.





A. 1.2 Asset Inventory, Values and Condition

Table 1 Stormwater asset inventory, values and condition (as at June 2023)

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Stormwater									
	Channels	2,700	1,302	18	0%	12%	73%	2%	13%
	Culverts	39,534	17,876	264	4%	11%	53%	21%	10%
	Pipes	80,729	37,160	538	8%	19%	25%	41%	6%
	Pits	6,689	2,232	67	2%	3%	36%	36%	22%
	Stormwater Quality Improvement Device (SQID)	45	23	0	0%	0%	100%	0%	0%
Grand Total		129,697	58,593	887	6%	16%	35%	34%	9%





A. 1.3 Asset Based Level of Service

Table 2 Stormwater levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2023/24)
Quality / condition	Services protect property and people from impacts of flooding	Customer complaints	Reported incidents or complaints impacting properties from stormwater system	TBC
	Percent of assets in condition 3 or better	Condition assessment	95% of assets in satisfactory condition or better	57.7%
	Percent of network inspected	Condition assessment	2% per year	TBC
Reliability / Responsiveness	Percent compliance with Council's documented response time	Council's Customer Request System	90% of requests are completed within Council's customer charter	TBC
Affordability	The services are affordable and managed at the lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	Total maintaining and operating cost per km is maintained in line with benchmarking against comparable councils	TBC
Sustainability	Assets are managed with respect for future generations	Life cycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan.	TBC
	Assets meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	33.23% (FY 23/24)
		Backlog ratio	Between 2% and 4%	35.63% (FY 23/24)
		Maintenance ratio	Between 90% and 110%	21.18% (FY 23/24)
Health & Safety	Services do not cause a hazard to people	Annual inspections, operational reports and safety audits CRMS data	Number of health nuisance reported from facilities or assets (noise, mosquitoes, etc). Decreasing complaints.	TBC

A. 1.4 Future Demand / Demand Management Plan

Table 3 Stormwater assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	Increased developments and populations will increase hard runoff surfaces, increasing the peak flow of water into the drainage system. The community's expected level of service may increase as new owners experience nuisance stormwater matters for the first time.	New developments must comply with Council's Development Control Plan, which has requirements for onsite detention of stormwater, which, when applied on a network scale, is anticipated to reduce or maintain the peak flow of water into the drainage system.
Demographics	Demographic changes should not impact the assets themselves. As the demographic changes to a younger population due to the ageing population decreasing and the anticipated increase in populations, the community's expected level of service may increase as new owners experience nuisance stormwater matters for the first time and want them to be resolved.	Council will continue to manage the system as it has been doing. Should Council wish to increase its delivered level of service to meet community expectations, the demand management plan can be reassessed. A future plan may involve construction of new assets, or the upgrade of existing assets.
Social / Economic	Social/economic changes are not expected to affect these assets directly. There are indirect effects, such as economic changes causing Council's delivery capacity to change, but that is also covered under increasing costs.	No plan.
Transportation Changes	As the city promotes more active transport opportunities, the community's expectation will be that active transport routes are not affected by stormwater. As such, the expected level of service for stormwater drainage will increase.	Should Council wish to increase its delivered level of service to meet community expectations, the demand management plan can be reassessed. A future plan may involve construction of new assets, or the upgrade of existing assets.
Increasing Costs	Asset management costs will increase, including cost to maintain, operate, renew, dispose and acquire.	Budgets should be increased each financial year accordingly to maintain the same level of service delivery.
Environment and Climate	Changes to weather patterns, particularly increases in the intensity of more frequent storm events, will see increased usage of the stormwater drainage system, and could possibly accelerate the asset lifecycle and increase frequency of maintenance activities.	Monitor performance of the system in increasing intensity events and adjust design requirements if appropriate. Adjust useful lives of assets if lifecycles are being accelerated due to increased utilisation.
Lifestyle	As for Transportation Changes, as the city promotes more active transport opportunities, the community's expectation will be that active transport routes are not affected by stormwater. As such, the expected level of service for stormwater drainage will increase.	Should Council wish to increase its delivered level of service to meet community expectations, the demand management plan can be reassessed. A future plan may involve construction of new assets, or the upgrade of existing assets.
Technology	As technological capability improves, the resources required to undertake renewal and construction works will decrease. The improvement of relining technology in	Keep up to date on latest technology and ensure Council is taking advantage of more efficient methodologies for construction and renewal.



Demand Factor	Impact on Assets	Demand Management Plan
	particular will improve the efficiency of relining works.	

A. 1.5 Lifecycle management

Asset Life Cycle Management is an essential component of any good asset management plan. The following section of the AMP identifies the processes required to effectively manage, maintain, renew and upgrade Council's assets.

Acquisition strategies

Council can acquire existing built assets or new assets from developers or new assets via capital projects to meet community needs. Typically, new stormwater assets are identified from a combination of methods which include Councillor and/or community requests, and developer gifted assets.

As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs, and masterplans and these will be included in future revisions of this AMP.

It is important to note that when new assets are acquired, or assets are expanded or upgraded, this results in an increase in commitment of annual operational and maintenance funding to ensure continued service delivery of the asset over its lifecycle.

Maintenance Strategies

Operational activities can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities include street sweeping to remove leaf litter from gutters, removal of debris and cleaning of pits and GPTs and maintaining vegetation in buffer zones, swales and ponds. Cleaning is also undertaken proactively in known flooding areas ahead of predicted heavy rain. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors. Operational activities do not improve the condition of assets.

Over time, minor faults can occur to the assets. Council addresses the repairs and maintenance of these faults on the basis of defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset/component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

Operations and maintenance activities do not improve the condition of the asset but rather enable the asset to deliver its service levels as related to its function.

Council has allocated \$200K per annum to undertake stormwater inspections. Other maintenance activities have not been defined or included in maintenance strategies (Improvement Action SW5).

Renewals Strategies

At present, condition is the primary deciding factor regarding renewal schedules. Occasionally, risk and criticality will influence renewal schedule. For example, a new amenities building was recently constructed over an existing brick culvert. The scaling of risk likelihood and consequences of failure outweighed the scaling of condition in



this case, and the culvert was scheduled for renewal.

Locational Considerations – When an asset is scheduled to be renewed, Council also considers assets that are located in the proximity of the subject asset, and whether or not they would be suitable for early renewal. It is anticipated that even though this may waste some of the remaining life of an asset, the cost savings and future works balancing of performing renewal works in bulk at the same location would outweigh the negatives. If a subject asset is condition 4 or 5, Council would consider proactively renewing nearby assets that are generally at least condition 3, subject to their criticality. Additionally, a factor in works scheduling is location as, if appropriate, assets can be grouped into bundles that share locational proximity to save construction time and cost.

This is assessed manually based on the asset register and GIS information, and local knowledge.

Level of Service – Expected level of service is also a contributing factor towards the renewal program. If Council determines that the community's expected level of service delivery for an asset is not currently being met, it may consider renewing it before it would be flagged for renewal considering condition alone. For example, if an existing pit is condition 3, but the community expects the pit inlet to be larger to allow more water to enter the drainage pit and pipe network, then Council may consider renewing it early, and renewing it with a pit that has more inlet capacity.

This is assessed and measured on the community's feedback and requests for level of service increases, and also on Council's expected level of service demand changes for that asset, such as expected future developments or public domain plans.

Disposals – Council has many assets and often falls into the cycle of acquiring new assets without properly managing or disposing existing assets. If Council determines that the subject asset is not required, it will consider disposing of it instead of renewing it to reduce ongoing asset lifecycle costs.

A. 1.6 Financial Outlook

The table below shows Actual Forecast (what Council is planning to fund) vs Optimal Forecast (what Council should consider funding to meet condition needs). Over the 10-year period, there is a funding deficit of \$6,481,000.

Table 4 Expenditure projections

Budget Gap by Asset Group		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year total
Actual*	Renewal	500	513	1,051	1,077	705	723	741	759	778	798	7,643
	New and Expanded Assets	0	0	0	0	0	0	0	0	0	0	0
	Maintenance and Operations	208	213	219	224	230	235	241	247	253	260	2,330
	Total Actual Expenditure	708	726	1,269	1,301	934	958	982	1,006	1,032	1,057	9,973
Optimal** (as per SS7)	Required Renewal	954	978	1,002	1,027	1,051	1,077	1,104	1,131	1,158	1,187	10,669
	New and Expanded Assets	0	0	0	0	0	0	0	0	0	0	0
	Required O&M	518	530	543	556	570	584	598	613	628	643	5,785
	Total Optimal Expenditure	1,472	1,509	1,546	1,583	1,622	1,661	1,702	1,744	1,786	1,830	16,454
	Funding gap	-764	-783	-276	-282	-687	-703	-720	-737	-755	-773	-6,481

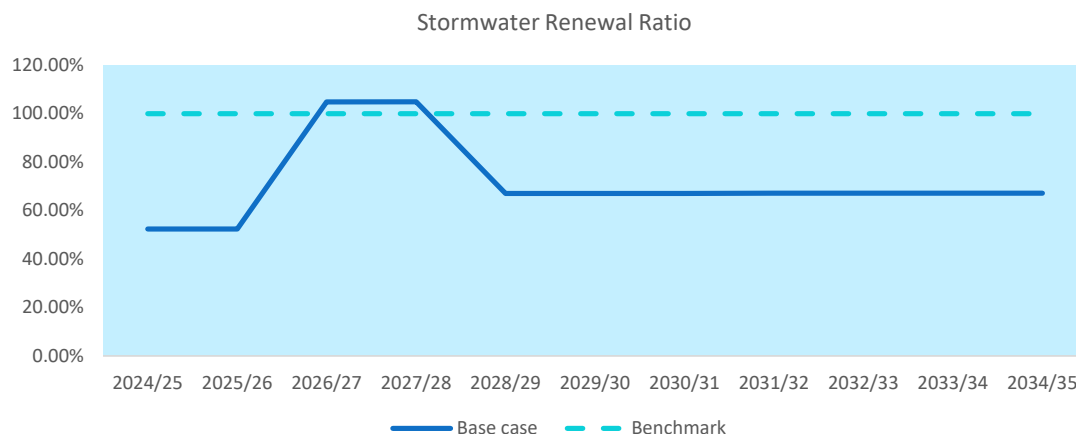
*Actual expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Optimal expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

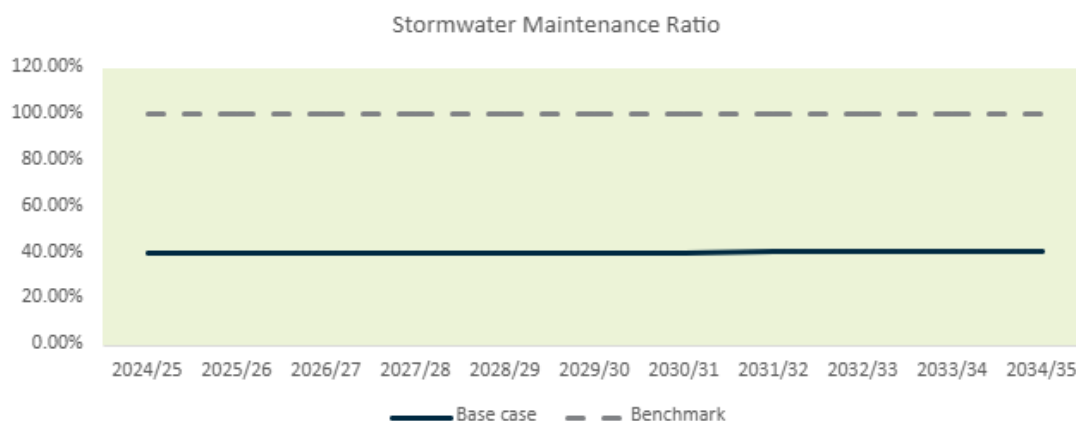
Over the 10-year period Council plans to spend 77% of its budget on renewals, and 23% on maintenance and operations. There are no new assets planned for over the next 10-year period.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks.



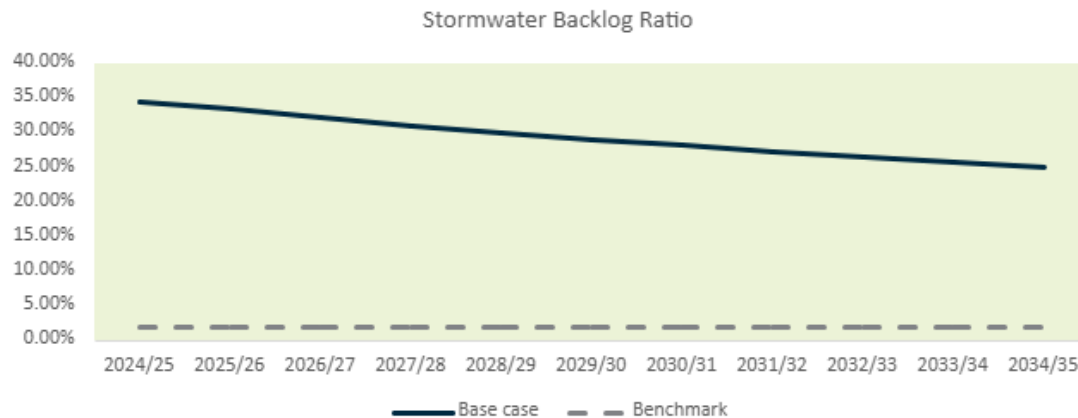
Figure 2 Asset Renewal Ratio

The renewal ratio forecast shows that, other than in the first year, Actual Renewal funding is below the optimal levels for this portfolio. However, the optimal renewal is the depreciation amount and as stormwater assets have long lives, and the useful life is uncertain, this is not a reliable indicator in the short to medium term for this asset class. Depreciation and useful lives should be reviewed (Improvement Action SW6).

Figure 3 Stormwater maintenance ratio

The base case maintenance expenditure is less than the required. The shortfall can be addressed by increasing the funding, or by reviewing the required maintenance (Improvement Action SW54). For example, the required maintenance can be set as a percentage of asset value.

Figure 4 Stormwater backlog ratio



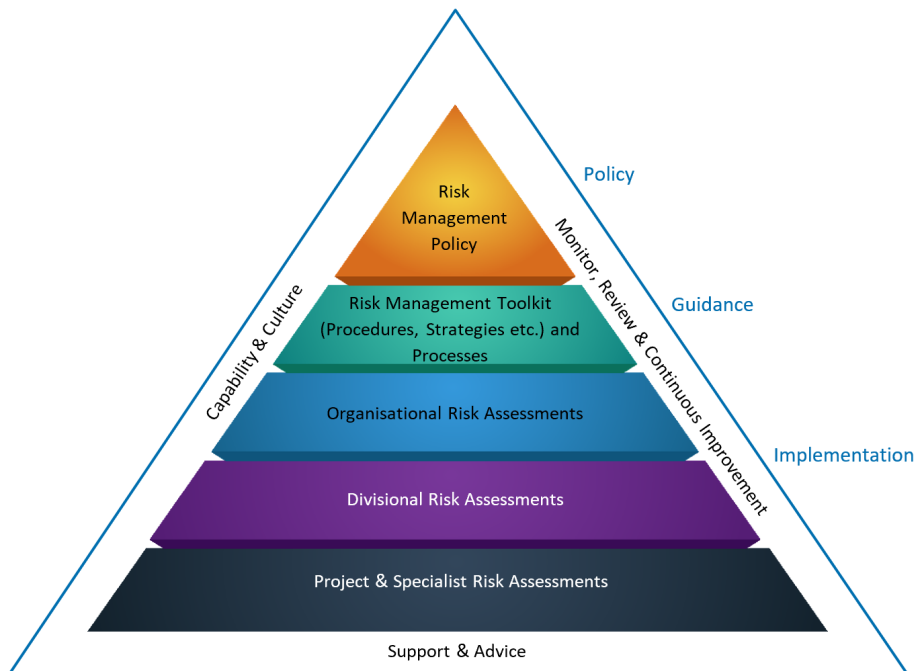
The backlog ratio does not reduce significantly over the ten-year plan timeframe. This reflects the challenge of developing a forward works program beyond 1-2 years based on known asset condition and performance.

A. 1.7 Risk Management

Council has recognised the need to develop a corporate Risk Management Policy which sets the overall framework for addressing risk within the context of International Standard ISO31000-2018, Risk management – Principles and Guidelines.

Risk Management is defined in ISO31000:2018 as: ‘coordinated activities to direct and control with regard to risk’. The development and adoption of this Policy outlines Council’s commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in the image below:

Figure 5 Enterprise Risk Management Framework (Council Risk Management Policy 2021)



An assessment of risks associated with service delivery from Council's stormwater assets has not been undertaken. A risk assessment is recommended to be undertaken to allow council to concentrate on managing risks in a systematic manner (Improvement Action SW2).

A. 1.8 Critical Assets

The following asset attributes were considered when looking at critical stormwater assets. These factors include:

Table 5 Critical asset attributes

Attribute	High	Medium	Low
Size	diameter ≥ 900	$450 < \text{dia} \leq 825$	$\text{dia} \leq 450$
Private Property / Building	Underneath a building	In private property, not underneath a building	In road reserve or open space, not underneath a building
Road Classification	Arterial	Collector	Local, Lane, N/A (i.e. open space, property, etc.)
Critical Flooding Location	Yes	No	No
Flood Function	Floodway	Flood storage/fringe	None

Council has not identified any critical pipe assets at this stage, however, ongoing analysis of asset criticality will continue (Improvement Action SW3).

A. 1.9 Confidence Levels



The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 6 Stormwater confidence levels

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 7 Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Stormwater	Reliable	Uncertain	Reliable	Acceptable

The overall confidence level of the plan is considered to be '**Acceptable**'.

Confidence in the condition data will increase as the condition inspection program progresses (Improvement Action SW4).

A. 1.1 Improvement Plan

Table 8 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
SW1	Update and approve the Stormwater Drainage Guidelines.	High	2026/27	Medium
SW2	Undertake a risk assessment to identify key risks and actions required to mitigate to acceptable levels	Medium	2026/27	Medium
SW3	Include asset criticality status on the asset register.	High	2025/26	Low



Ref	Improvement action	Priority	Timeframe	Effort
SW4	Continue the prioritised asset condition inspection program and ensure data is updated in the asset register.	High	Ongoing	Medium
SW5	Review and document the "required maintenance" amount to include planned maintenance and estimated reactive maintenance.	Medium	2026/27	Low
SW6	Review the depreciation expenditure and useful lives prior to the next revaluation.	Medium	2025/26	Low



Asset Management Plan – Buildings
Strathfield Council
June 2025

**Document status**

Ref	Version	Written by	Reviewed	Approving director	Date
7834	Draft	C. Scanlon/ R Slater	C.Anich	C.Anich	10 June 2025
7834					

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Asset Management Plan – Buildings Assets

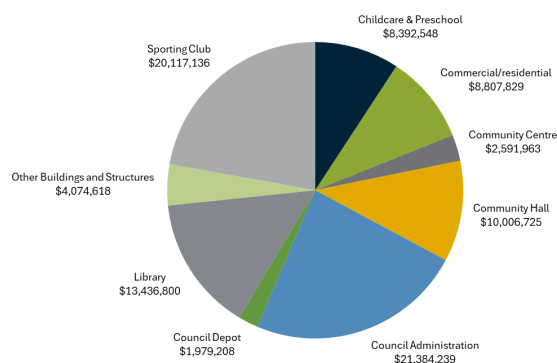
Strathfield Council's (Council) building asset portfolio provides an essential service to the ratepayers, residents and visitors to Strathfield. Council is known for its culturally diverse, and socially cohesive community. Council owns and maintains a network of building assets (such as public halls, libraries, recreational and sporting club assets) that support the local community and attract people from the wider Sydney region.

These building assets represent a significant investment by Council and are of vital importance to providing its residents and neighbouring communities with quality services. Council's buildings have been constructed over time and serve a range of purposes from civic administration, town halls and depot facilities to libraries, childcare and amenities. These buildings may be owned by Council, leased or managed in order to facilitate the delivery of required services to the community.

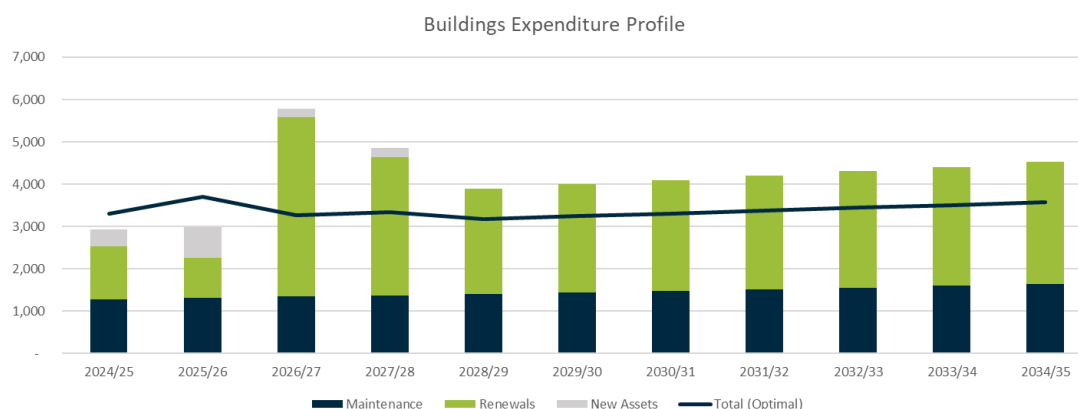
Changing patterns of use and demand with differing maintenance practices and techniques have resulted in a complex network of buildings in varying conditions. As the responsible authority for the provision and maintenance of this infrastructure asset base, Council recognises the need to ensure the management of this valuable asset portfolio, to ensure that the current and future benefit to the community is delivered at a cost that the community can afford.

The proper management of the building portfolio will ensure buildings are safe, efficient and comfortable to use. The total asset value is \$90,791,000 (as at 30 June 2024) as shown below.

Figure 1 Building Asset Dashboard – sum of GRC



Infrastructure ratio	Actual 2024/25	Estimated 2033/34	Funding position (\$,000s)	
Infrastructure renewals ratio	99.8%	183.7%	Year 1 (2024/25)	-\$3
			10-year average	\$1,160
			10-year total	\$11,597
Infrastructure backlog ratio	8.0%	4.6%		
Maintenance ratio	77.9%	80.7%	Year 1	-\$361
			10-year average	-\$380
			10-year total	-\$3,795
Total funding gap			Year 1	-\$365
			10-year average	\$780
			10-year total	\$7,802



A. 1.1 Main Findings

Council has forecast a backlog of 4.6% by 2033/34, down from the current 8.0%.

Over the 10-year period, Council plans to spend 62% of its budget on renewals, 4% on new/expanded assets and 35% on maintenance and operations. The optimal budget had 42% of its budget on renewals, 5% on new/expanded assets and 54% on maintenance and operations.

Keeping the buildings in fair to good condition should reduce the required and actual maintenance spend, particularly on reactive maintenance, over the ten-year period. The portfolio is in good condition. The assets in condition 5 should be proactively maintained to keep the assets in a safe and functional state, or alternatively, considered for renewal or rationalisation. A number of buildings have been identified with a high percentage of asset in Condition 3 that need to be carefully monitored and managed (see section 1.2)

Significant projects have been identified on the Town Hall, improving facility efficiency through solar panels and smart controls. There is a large number of renewals forecast in the 2026/27 and 2027/28 financial years.

Overall, Council's data is considered "reliable."

The improvement plan is focussed on addressing numerous gaps in knowledge and practice that will be incorporated into future versions of this AMP.



A. 1.2 Asset Inventory, Values and Condition

Table 1 Building assets inventory, values and condition (as at June 30, 2024) by building type

Building Type	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
				1	2	3	4	5
Childcare & Preschool	8,393	5,194	171	11.2%	62.6%	26.2%	0.0%	0.0%
Commercial/residential	8,808	8,511	173	90.8%	6.2%	2.9%	0.0%	0.0%
Community Centre	2,592	2,032	53	27.4%	69.6%	3.0%	0.0%	0.0%
Community Hall	10,007	8,273	187	44.7%	48.7%	6.6%	0.0%	0.0%
Council Administration	21,384	13,797	386	24.7%	45.3%	30.0%	0.0%	0.0%
Council Depot	1,979	1,341	38	5.6%	86.8%	7.4%	0.0%	0.3%
Library	13,437	11,733	283	61.5%	38.5%	0.0%	0.0%	0.0%
Other Buildings and Structures	4,075	2,736	71	21.4%	56.7%	20.5%	0.0%	1.3%
Sporting Club	20,117	13,434	358	23.1%	53.6%	9.3%	0.0%	14.0%
Grand Total	90,791	67,051	1,719	36.7%	46.4%	13.7%	0.0%	1.2%

Table 2 Building assets inventory, values and condition (as at June 30, 2024) by building component

Building Type	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
				1	2	3	4	5
Electrical	8,033	6,320	134	53.6%	26.7%	17.1%	0.0%	2.6%
Fire	1,329	1,097	53	14.4%	82.7%	0.0%	0.0%	3.0%
Fixtures & Fittings	7,033	5,019	176	22.6%	39.6%	31.9%	0.0%	5.9%
Floor Covering	4,752	3,142	192	11.3%	72.0%	10.5%	0.0%	6.3%
Hydraulic	9,152	7,037	229	13.7%	65.0%	19.3%	0.0%	1.9%
Mechanical	8,451	5,868	282	17.0%	55.8%	24.7%	0.0%	2.4%
Roof	11,824	7,411	157	28.6%	45.1%	21.8%	0.0%	4.5%
Security	1,064	880	53	17.3%	82.7%	0.0%	0.0%	0.0%
Substructure	8,685	7,047	85	51.2%	44.6%	4.2%	0.0%	0.0%
Superstructure	25,382	19,498	251	53.1%	43.2%	1.0%	0.0%	2.7%
Surrounds	2,711	1,867	54	49.6%	12.4%	27.2%	0.0%	10.8%
Transport	843	748	28	48.0%	52.0%	0.0%	0.0%	0.0%
Utilities	1,533	1,117	26	49.1%	13.4%	35.7%	0.0%	1.9%
Total	90,791	67,051	1,719	36.7%	46.4%	13.7%	0.0%	1.2%



A. 1.3 Asset Based Level of Service

Table 3 Levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance (2023/24)
Safety	Legislative Compliance - Ensure all Council buildings comply with all relevant regulatory requirements	Regular Compliance Audits including: <ul style="list-style-type: none"> AFSS (Annual Fire Safety Statements) Backflow testing TMV's testing Emergency Lighting and Exit Signs audits 	100%	Not measured
Safety	Buildings are routinely inspected for hazards and risk	No. of reportable incidents due to building defects per year ≤ 2	0	Not measured
Safety	Legislative Compliance - Asbestos	An up-to-date Asbestos Register is available for each building in accordance with the applicable Occupational Health and Safety Regulations.	100%	Not measured
Quality	Well maintained and suitable Buildings	<1,000 requests per annum in relation to maintenance requests.		Not measured
		<100 requests per annum in relation to renewal and maintenance requests	<100	Not measured
Quality	Heritage Preservation	Each Council building listed on the NSW Heritage Register is preserved and maintained per its Conservation Management Plan.		Not measured
Availability and Accessibility	Building assets will be available and accessible during normal operating business hours	95% Compliance. In the instance where a building is closed to users for reasons such as maintenance, upgrading, renewal or a Council related public event or non-Council events, then appropriate notification shall be given to relevant users in accordance with Council's public information policy.	95%	Not measured
Customer Satisfaction	Building assets meet community needs	$\geq 65\%$ community survey satisfaction score	$>65\%$	Not measured
Environment	A commitment to continually improve environmental efficiencies, reduce dependence on foreign	Reduction in power consumption by using solar panels and LED lighting.		Not measured
		All high use energy consumption buildings will be fitted with solar panels		



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance (2023/24)
	oil and fossil fuels that emits greenhouse gases and promote sustainability	and LED lighting by 2030, wherever possible.		
Utilisation	Buildings are used to their full potential (high volume service provider)	Annual assessment of usage levels and buildings used within capacity.		Not measured
Accessibility	Buildings comply with relevant minimum accessibility standards relative to building function	Compliance of available facilities with current standards relative to building function.		Not measured
Condition	Administration and Civic Building	Assets in condition 2 or better	95%	100%
	Other buildings	Assets in condition 3 or better	95%	95.9%



A. 1.4 Demand Management

Table 4 Demand factors

Demand Factor	Impact on Assets	Demand Management Plan
Population	Increase of population and population density	<ul style="list-style-type: none"> General increase in demand for all building services.
Climate change	Climate change will see an increased risk of extreme weather events including storm events, heatwaves, floodings, sea-level rises and fire events	<ul style="list-style-type: none"> There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of building assets. Introducing climate risk assessments will determine the impact on building performance and useful lives.
Sustainability / technology	Cost efficiency, quality assets, better utilisation	<ul style="list-style-type: none"> Introducing new sustainability technology when renewing and upgrading buildings will ensure that ratepayers' dollars go further meaning the cost savings can be put towards improving additional buildings.
	Improvement in techniques and materials	<ul style="list-style-type: none"> Changes in methodology, longer life materials and better rehabilitation techniques enable building assets to be maintained and managed more cost effectively, with a potentially longer useful life.
	Low energy design	<ul style="list-style-type: none"> Increased efficiencies of low energy design therefore, certain new building designs, for example lights, can incorporate energy-efficient and sustainable practices.
	Solar Power	<ul style="list-style-type: none"> Installation of buildings with solar power panels will reduce greenhouse gas emissions.
	Asset Information System	<ul style="list-style-type: none"> Improved information systems for mapping, recording information and managing assets. Adjustment of the building inspection regime to match the amount of public usage and deterioration on certain components for example kitchen and toilet fitouts and floor coverings.
	Material	<ul style="list-style-type: none"> Moving away from timber especially CCA treated products to materials with a longer asset life such as recycled plastic.

1.4.1 Demand Strategies

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.



A. 1.5 Life Cycle management

Asset Life Cycle Management is an essential component of any good asset management plan. The following section of the Buildings AMP identifies the processes required to effectively manage, maintain, renew and upgrade Council's building assets.

1.5.1 Acquisition strategies

Council can acquire existing built assets or new assets from developers or new assets via capital projects to meet community needs. Typically, new building asset candidates are identified from a combination of methods which include Councillor and/or community requests, project candidates can also be identified via other Strategic Plans and/or from building condition audits.

Council seeks to negotiate with developers to provide more affordable housing with the management of these properties outsourced. Council envisages that over the following 10 years, it will acquire new buildings and/or construct new buildings to meet demand needs, however, these have yet to be quantified and will be reflected in future Buildings AMP revisions as details become available.

As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs, and masterplans and these will be included in future revisions of this Buildings AMP.

The Land and Property Strategy under development in 2025-26 will inform the prioritisation of capital works expenditure, including possible rationalisation of assets.

It is important to note that when new assets are acquired, or assets are expanded or upgraded, this results in an increase in commitment of annual operational and maintenance funding to ensure continued service delivery of the asset over its lifecycle.

1.5.2 Maintenance Strategy

Operational activities can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities can include service delivery items such as security key/lock updates. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors. Operational activities do not improve the condition of assets.

Over time, minor faults can occur within the building portfolio. Council addresses the repairs and maintenance of these faults (e.g. leaking faucet or damaged window or section of carpet) on the basis of defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset/component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

Operations and maintenance activities do not improve the condition of the building but rather enable the building to deliver its service levels as related to its building function.



1.5.3 Renewals Strategies

Activities such as renewal, rehabilitation, reconstruction and replacement will return the degraded service of the asset back to its original condition. Renewal activities such as the replacement of a building's roof cladding or replacing the floor coverings will return the degraded service capability of the asset back to its original designed capability or modern-day equivalent.

Renewal and replacement strategies are based on the most current asset condition inspections available to Council at the time of developing the forward works programs. The rule bases which reflect the policy decisions that Council will employ to determine when they will select building assets for inclusion in their capital works program will be documented in a Building Service Framework.

The built nature of new, upgrade and renewed building assets will always be provided in accordance with Council's design standards, relevant Australian Standards, industry guidelines / best practices and the Building Code of Australia.



A. 1.6 Financial Outlook

The table below shows Actual Forecast (what Council is planning to fund) vs Optimal Forecast (what Council should consider funding to meet condition needs). Over the 10-year period council is spending \$7,802,000 over the Optimal Forecast. The biggest difference is in the amount of renewal works.

Table 5 10-year expenditure projection – Buildings

Budget Gap by Asset Group			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year total
Buildings	Actual*	Renewal	1,255	953	4,234	3,263	2,487	2,549	2,613	2,678	2,745	2,814	25,591
		New and Expanded Assets	400	718	210	215	0	0	0	0	0	0	1,543
		Maintenance and Operations	1,277	1,309	1,342	1,375	1,410	1,445	1,481	1,518	1,556	1,595	14,307
		Total Actual Expenditure	2,932	2,980	5,786	4,854	3,897	3,994	4,094	4,196	4,301	4,409	41,441
Optimal** (as per SS7)		Required Renewal	1,258	1,258	1,295	1,334	1,359	1,387	1,415	1,443	1,472	1,502	1,532
		New and Expanded Assets	400	718	210	215	0	0	0	0	0	0	1,543
		Required O&M	1,639	1,689	1,721	1,756	1,791	1,827	1,863	1,900	1,938	1,977	18,102
		Total Optimal Expenditure	3,297	3,702	3,265	3,330	3,178	3,241	3,306	3,373	3,440	3,508	33,640
		Funding gap	-365	-722	2,521	1,524	719	752	787	824	861	900	7,802

*Actual expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

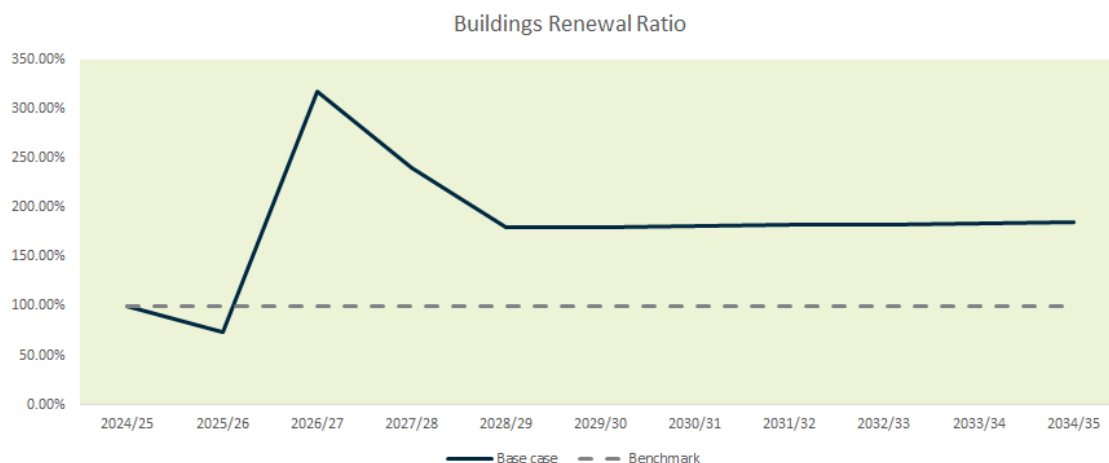
**Optimal expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

Over the 10-year period Council plans to spend 62% of its budget on renewals, 4% on new/expanded assets and 35% on maintenance and operations. The optimal budget had 42% of its budget on renewals, 5% on new/expanded assets and 54% on maintenance and operations.



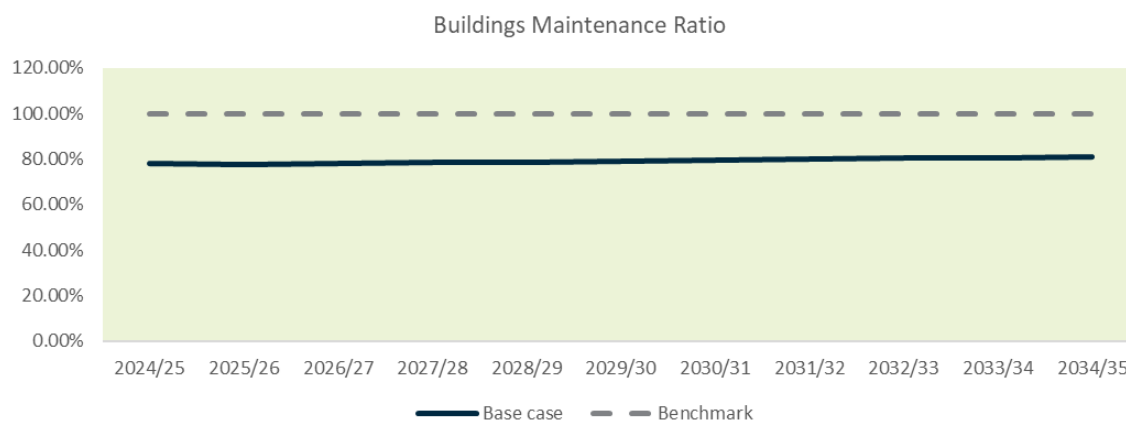


Figure 2 Building renewal ratio



The renewal ratios indicates whether Council is allocating sufficient funding for the renewal/replacement of building assets in its Long-term Financial Plan. The benchmark is 100%. The forecast includes large renewal projects due to growth in 2026/27 and 2027/28. Beyond that, the forecast is based on a rolling average indicating that likely upgrades of assets by developers, which includes a renewal component, will inflate the renewal ratio.

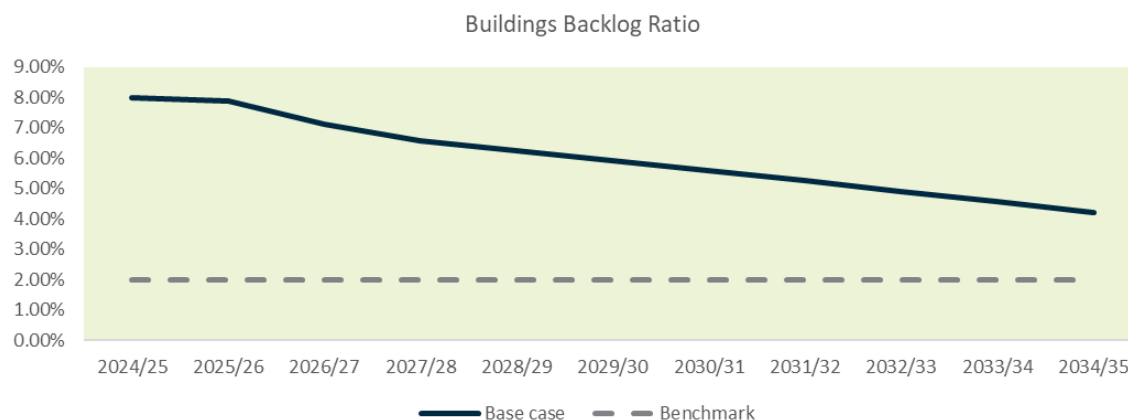
Figure 3 Buildings maintenance ratio



This ratio compares budgeted versus required annual maintenance funding. A ratio of above 100% indicates that Council is investing enough funds that year to perform the maintenance necessary to keep assets safe and functional, and prevent premature deterioration in condition. The forecast is based on the 2024/25 budget. However, the required amount is based on historical spend. Additionally, the definition of maintenance in the OLG Accounting guide is very broad and it is essential for Council to decide and document what expenses should be included in the calculation so that there is consistency from year to year, as well as greater accuracy.



Figure 4 Buildings backlog ratio



This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of the building assets. The building backlog is reducing but still remains above the 2% benchmark. A backlog ratio between 2% and 5% is considered acceptable given the uncertainties in renewal forecasting.

A. 1.7 Risk Management

Council has recognised the need to develop a corporate Risk Management Policy which sets the overall framework for addressing risk within the context of International Standard ISO31000-2018, Risk management – Principles and Guidelines.

Risk Management is defined in ISO31000:2018 as: 'coordinated activities to direct and control with regard to risk'. The development and adoption of this Policy outlines Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in the image below:

Figure 5 Enterprise Risk Management Framework (Council Risk Management Policy 2021)



Within the Building portfolio an assessment of risks associated with service delivery from Council's Building assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service. This identified:



Table 6 Building risks

Service or Asset at Risk	Risk Event	Risk Rating	Risk Treatment Plan	Residual Risk
Childcare facilities	Closure of facilities and alternate care requirements for infants. Failure to provide Service Delivery	High	Ensure facilities are maintained and comply with relevant Legislation and Australian Standards.	Medium
All Buildings	Fire	High	Ensure that all Council buildings comply with relevant Legislation and Australian Standards relating to Fire Safety and Evacuation Procedures.	Medium
All Buildings	Electrical Fault / Electrocutation	High	Any known electrical faults and deficiencies are repaired as a High Priority. Regular Tagging and Testing of Electrical equipment in hostile environments to comply with requirements of Australian Standards Upgrade all switchboards and install Residual Current Devices (RCD's) on all power circuits	Medium
All Buildings	Structural Failure	High	Adopt a systematic inspection regime to regularly assess the structural integrity of critical building elements.	Medium
All Buildings	Flooding	High	Identify buildings that are impacted by severe flooding and plan for remediation works where possible and/or prepare evacuation plans.	Medium

A. 1.8 Critical Assets

The following asset attributes were considered when looking at critical building assets. These factors include:

Table 7 Building critical asset attributes

Criticality / hierarchy	Description	Example building type
Level 1	<ul style="list-style-type: none"> High level of management and service being a highly important facility to both the Community and Council. Community has high expectations on proper maintenance and management. Building aimed to serve a wider community including patrons outside of the LGA. Or building utilisation or occupancy on average higher than 80%. 	Town Hall, Administration, Depot
Level 2	<ul style="list-style-type: none"> High to moderate level of management and service being an important facility to both the Community and Council. Community has high expectations on proper maintenance and management. Building typically aimed to serve community within LGA. Or building utilisation or occupancy on average between 60% to 80%. 	Childcare, Community Centre
Level 3	<ul style="list-style-type: none"> Average level of management and service being a medium importance facility to both the Community and Council. 	Amenities, Public Halls, Recreational,



Criticality / hierarchy	Description	Example building type
	<ul style="list-style-type: none"> Community has medium expectations on proper maintenance and management. Building aimed to serve community within LGA. Or building utilisation or occupancy on average between 40% to 59% 	Commercial Lease, Residential
Level 4	<ul style="list-style-type: none"> Reasonable level of management and service being a medium importance facility to both the Community and Council. Community has low expectations on proper maintenance and management. Building uses for Council operational services and/or aimed to service community within surrounding suburbs. 	Operational, Storage, Amenities
Level 5	<ul style="list-style-type: none"> Reasonable level of management and service being a low-level importance facility to both the Community and Council. Community has negligible expectations on proper maintenance and management. Building used typically for Council operational services. 	Operational, Storage, other structure

The building hierarchy adopted by Council takes into account the varying risk and service levels associated with the building asset portfolio



A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 8 Confidence grades and description

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 9 Buildings data confidence

Asset class	Inventory	Condition	Age	Overall
Buildings	Reliable	Reliable	Acceptable	Reliable

The overall confidence level of the plan is considered to be '**Reliable**'.



A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
B1	Develop a Buildings responsibility matrix with a view to identify and streamline roles and responsibilities.	H	25/26	M
B2	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select building assets for inclusion on their capital works program.	H	25/26	M
B3	Review and formally document the current operations and maintenance Levels of Service with regard to all building assets owned or maintained by Council. These activities should take into account the building function, legislative requirements and utilisation needs when documenting activities and response times.	M	25/26	M
B4	Review and formally document Council's building condition assessment manual methodology framework. Review should incorporate assessment of building components (such as floor coverings, mechanical, electrical etc) within assessment to assist with long-term strategic planning outcomes.	M	25/26	H
B5	Develop and implement an asset handover process to enable 100% asset data capture of new building assets gifted or constructed by others and those renewed, to be captured in Council's asset register on an annual basis.	H	25/26	M
B6	Review and update activities within the Customer Request Management System following development of maintenance service levels and develop reports to measure performance in accordance with the levels of service. Incorporate activity to capture resident request for renewal, upgrade or new requests.	L	25/26	M
B7	Formalise the critical assets criteria and identify critical building assets.	H	25/26	M
B8	Develop scenario models to demonstrate the potential lifecycle costs and financial impact of developer-contributed assets.	M	25/26	L
B9	Implement and schedule network wide building condition assessments on a 4-year cycle, to coincide with Council's building revaluation requirements.	M	25/26	H
B10	Explore opportunities for future community surveys to incorporate additional specific questions to the community regarding building assets, to identify and measure the importance and performance in	L	26/27	L



Ref	Improvement action	Priority	Timeframe	Effort
	delivering this service to the community.			



Asset Management Plan – Open Space
Strathfield Council
June 2025

**Document status**

Ref	Version	Written by	Peer review	Approving director	Date
7834	draft	A. Grant	C. Scanlon, C.Anich	C.Anich	10 June 2025

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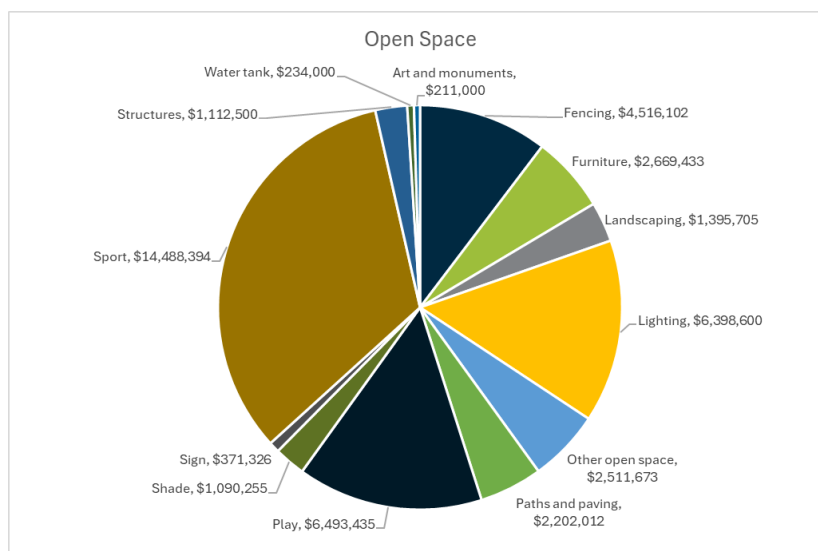
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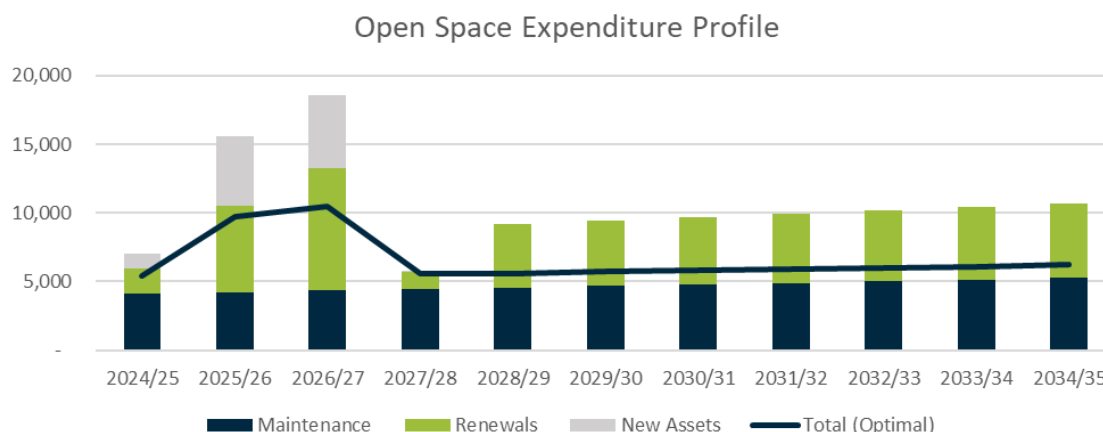
Appendix 1 Asset Management Plan – Open Space

This Asset Management Plan (AMP) covers the infrastructure assets that serve Strathfield Council's (Council) open space needs. These assets include barbeques, playgrounds, furniture, shelters, sporting fields, and other items associated with open space facilities throughout the Council area. The total replacement cost of these assets is \$43,694,434 as at June 2024 as shown below.

Figure 1 Open space Dashboard



Actual 2024/25		Estimated 2033/34	Funding position (\$,000s)	
Infrastructure ratio				
Infrastructure renewals ratio	63.40%	186.74%	Year 1 (2024/25) 10-year average 10-year total	-\$413 \$1,973 \$19,734
Infrastructure backlog ratio	3.85%	0.67%		
Maintenance ratio	251.88%	314.56%	Year 1 10-year average 10-year total	\$2,058 \$1,977 \$19,769
Total funding gap			Year 1 10-year average 10-year total	\$1,642 \$3,950 \$39,504



A. 1.1 Main Findings

From Council's financial reporting, the percentage of assets in acceptable condition (condition 3 or better) is 97.3%, with an estimated cost of returning the remaining assets to an agreed level of service is \$1.1 million. This represents the lowest level of backlog for all of Council's asset classes.

The asset condition data for Council's open space assets is considered acceptable (see Section A.1.9 - Confidence Levels).

This is based on information provided in the asset register being in reasonable quality and a more thorough verification of the data should be undertaken, including improved grouping of asset components to provide improved reporting.

The renewal forecast is based on the capital works program and is impacted by developer provided assets approaching end of life. Renewals exceeding the planned capital works program have been indexed and need to be reviewed.

A service hierarchy should be established to inform capital works prioritisation and acceptable condition levels.

Council should ensure that maintenance works are correctly identified as maintenance, operational or capital. The forecast maintenance ratio is well above benchmarking levels and Council should review these in line with the agreed service levels.

Council's most recent comprehensive asset valuation for open space was undertaken in 2024, and therefore replacement costs are considered to be reliable. The asset structure consists of multiple asset types that cannot be readily agglomerated to provide a better view of the overall financial position, which is an improvement that should be considered.

Overall, Council's data is considered "acceptable."



A. 1.2 Asset Inventory, Values and Condition

Table 1 Open space asset inventory, values and condition (as at June 2024)

Asset Group	Asset Component	Gross Replacement Cost (GRC) (\$,000)	Written Down Value (WDV) (\$,000)	Annual Depreciation Expense (\$,000)	Condition				
					1	2	3	4	5
Open Space	Fencing	4,516	3,091	156	27.4%	32.1%	33.2%	6.6%	0.6%
	Furniture	2,669	1,922	132	29.6%	39.3%	26.9%	3.8%	0.4%
	Landscaping	1,396	775	135	5.4%	18.3%	70.5%	5.7%	0.1%
	Lighting	6,399	4,820	256	17.7%	70.5%	10.7%	1.1%	0.0%
	Other open space	2,512	1,765	84	25.4%	44.8%	20.7%	8.9%	0.3%
	Paths and paving	2,202	1,531	54	21.1%	42.6%	33.9%	2.4%	0.0%
	Play	6,493	4,933	430	24.5%	60.2%	15.1%	0.1%	0.1%
	Shade	1,090	727	61	14.4%	40.6%	45.0%	0.0%	0.0%
	Sign	371	255	37	27.4%	36.2%	27.0%	8.7%	0.7%
	Sport	14,488	11,998	569	51.8%	39.6%	7.0%	1.6%	0.0%
	Structures	1,113	941	36	62.5%	25.9%	11.6%	0.0%	0.0%
	Water tank	234	141	8	11.8%	22.0%	64.1%	2.1%	0.0%
	Art and monuments	211	137	6	13.3%	41.7%	38.9%	5.7%	0.5%
	Total	\$43,694	\$33,035	\$2,153	33%	45.8%	18.5%	2.5%	0.2%



A. 1.3 Asset Based Level of Service

Table 2 Open space levels of service

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance (2024/25)	Current Performance (2023/24)
Quality / condition	Keep Open Space in visibly good condition	Condition assessment of assets	90% assets in Condition 3 or better	97% assets in condition 3 or better
	Open Spaces are meeting the needs of the community	Community satisfaction survey	Gap between importance and satisfaction decreases	Not measured
	Playground compliance inspections	All playgrounds inspected routinely including compliance reporting	All playground inspected monthly with annual compliance report prepared	TBC
Reliability / Responsiveness	Percent compliance with Council's documented response time	Council's Customer Request System	90% of requests are completed within Council's customer charter	TBC
Affordability	The services are affordable and managed at the lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	Total maintaining and operating cost maintained in line with benchmarking against comparable councils	TBC
Sustainability	Assets are managed with respect for future generations	Life cycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan. Ensure the plan is approved by authorities and updated every four years	TBC
	Assets meet financial sustainability ratios	Renewal ratio	Between 90% and 110%	20.9% (FY 23/24)
		Backlog ratio	Between 2% and 4%	3.6% (FY 23/24)
		Maintenance ratio	Between 90% and 110%	169.8% (FY 23/24)
Health & Safety	Services do not cause a hazard to people	Annual inspections, operational reports and safety audits CRMS data	Number of health nuisance reported from facilities or assets (noise, mosquitoes, etc), decreasing complaints	TBC



A. 1.4 Future Demand / Demand Management Plan

Table 3 Open space assets future demand

Demand Factor	Impact on Assets	Demand Management Plan
Population	Increased developments and populations will increase requirements for open space and recreational activities, particularly in areas of high density.	Identify areas of growth and establish plan for open space requirements.
Demographics	Changing service needs affect the design and scope of facilities.	Understand the needs of the ageing population and design accordingly (i.e. equal access design for mobility impaired).
Social / Economic	Changing service needs and hence changing open space asset requirements. Advantaged households more likely to participate and have capacity to pay, less advantaged households may lack capacity to pay/participate.	Factor economic trends into the provision of new services and the design of new recreational facilities Management practices to ensure that active open space is accessible to all.
Housing trends	The demand for passive versus active open space may increase.	Housing trends
Increasing Costs	Asset management costs will increase, including cost to maintain, operate, renew, dispose and acquire.	Budgets should be increased each financial year accordingly to maintain the same level of service delivery.
Environment and Climate	Changes to weather patterns, particularly increases in the intensity of more frequent storm events, and drought conditions occurring changing drainage/irrigation requirements and selection of vegetation and turf varieties.	Monitor performance of increased frequency and intensity of storm events on open space assets and adjust usage and design requirements if appropriate. Adjust useful lives of assets if lifecycles are being accelerated due to climate changes.

A. 1.5 Lifecycle management

Asset lifecycle management is an essential component of any good asset management plan. The following section of the AMP identifies the processes required to effectively manage, maintain, renew and upgrade Council's assets.

Acquisition strategies

Council can acquire existing built assets or new assets from developers or new assets via capital projects to meet community needs. Typically, new open space assets are identified from a combination of methods which include Councillor and/or community requests, and developer-gifted assets.

As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs and masterplans, and these will be included in future revisions of this AMP.

Council's Recreation and Wellness Strategy, currently in development, will also inform the prioritisation of capital works expenditure.

It is important to note that when new assets are acquired, or assets are expanded or upgraded, there will be



an increase in commitment of annual operational and maintenance funding to ensure continued service delivery of the asset over its lifecycle.

Maintenance Strategies

While Council currently takes on a series of planned operational works in line with community service level agreements, maintenance works have been highly reactive in nature due to the quality of Council's open space data. Improvement in this space is required to allow for a sustainable mix of reactive and proactive maintenance works.

Renewals Strategies

At present, condition is the primary deciding factor regarding renewal schedules. Occasionally, renewals will be influenced through compliance requirements for play equipment, or changes in use of the open space.

Locational Considerations – When an asset is scheduled to be renewed, Council also considers assets that are located in the proximity of the subject asset, and whether or not they would be suitable for early renewal. It is anticipated that even though this may waste some of the remaining life of an asset, the cost savings and future works balancing of performing renewal works in bulk at the same location would outweigh the negatives. If a subject asset is condition 4 or 5, Council would consider proactively renewing nearby assets that are generally at least condition 3, subject to their criticality. Additionally, a factor in works scheduling is location since, if appropriate, assets can be grouped into bundles that share locational proximity to save construction time and cost.

Level of Service – Expected level of service is also a contributing factor towards the renewal program. If Council determines that the community's expected level of service delivery for an asset is not currently being met, it may consider renewing it before it would be flagged for renewal considering condition alone.

This is assessed and measured on the community's feedback and requests for level of service increases, and also on Council's expected level of service demand changes for that asset, such as expected future developments or public domain plans.

Disposals – The first question that is asked when an asset is flagged for renewal is whether Council or the community require that asset. Council has many assets and often falls into the cycle of acquiring new assets without properly managing or disposing existing assets. If Council determines that the subject asset is not required, it will consider disposing of it instead of renewing it to reduce ongoing asset lifecycle costs.





A. 1.6 Financial Outlook

The table below shows Actual Forecast (what Council is planning to fund) vs Optimal Forecast (what Council should consider funding to meet condition needs). Over the 10-year period there is a funding surplus of \$39,504,000.

Table 4 Expenditure projections

Budget Gap by Asset Group (\$000's)			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year total
Open space	Actual*	Renewal	1,794	6,289	8,893	1,238	4,667	4,784	4,904	5,026	5,152	5,281	48,028
		New and Expanded Assets	1,149	5,095	5,319	65	0	0	0	0	0	0	11,628
		Maintenance and Operations	4,124	4,227	4,333	4,441	4,552	4,666	4,783	4,902	5,025	5,150	46,203
		Total Actual Expenditure	7,067	15,611	18,545	5,744	9,220	9,450	9,686	9,928	10,177	10,431	105,859
	Optimal** (as per SS7)	Required Renewal (Depreciation)	2,207	2,319	2,592	2,857	2,925	2,976	3,027	3,078	3,130	3,183	28,294
		New and Expanded Assets	1,149	5,095	5,319	65	0	0	0	0	0	0	11,628
		Required O&M	2,069	2,322	2,581	2,642	2,687	2,733	2,779	2,826	2,873	2,921	26,433
		Total Optimal Expenditure	5,425	9,736	10,492	5,564	5,613	5,709	5,806	5,904	6,004	6,104	66,355
		Funding gap	1,642	5,875	8,053	180	3,607	3,741	3,881	4,024	4,173	4,327	39,504

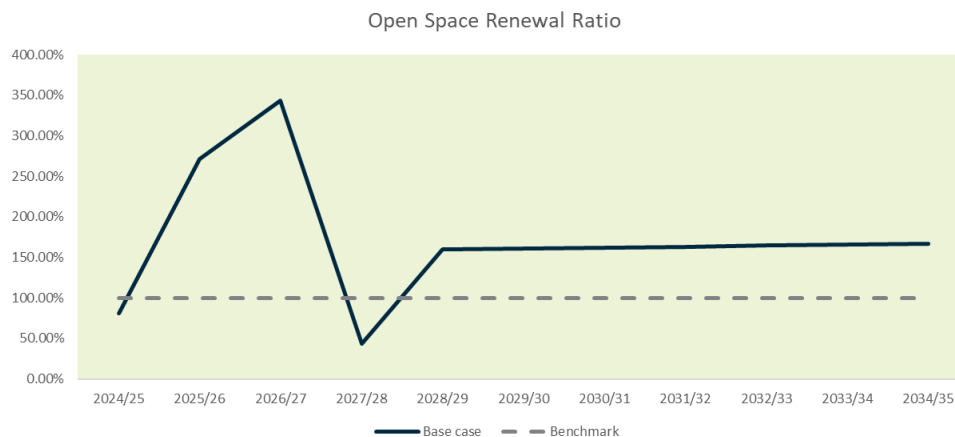
*Actual expenditure is the expenditure planned by Council and adopted in its long-term financial plan.

**Optimal expenditure is the expenditure as defined in the Office of Local Government's financial sustainability ratios and reported in Special Schedule 7. For renewals, the required spend is equal to the annual depreciation. For operations and maintenance, the required spend is determined by Council.

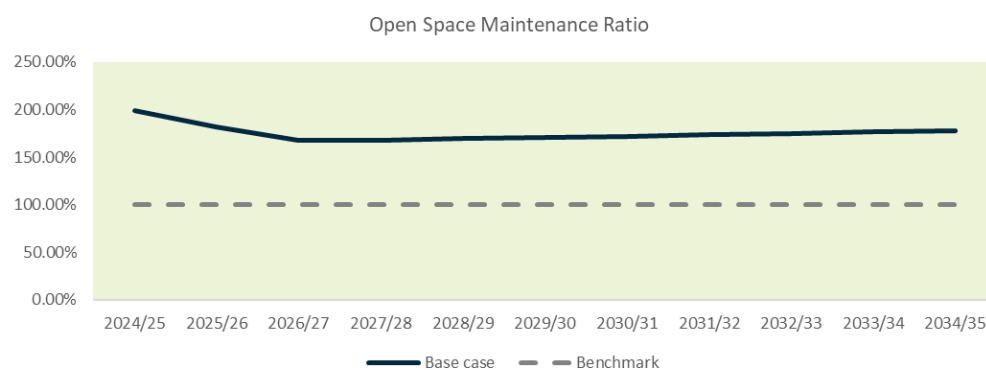
Over the 10-year period Council plans to spend 45% of its budget on renewals, 11% on new/expanded assets and 44% on maintenance and operations.

A positive funding gap indicates Council is spending more than the required amount and exceeding the financial sustainability benchmarks. A negative funding gap indicates Council is not spending enough to meet the benchmarks.

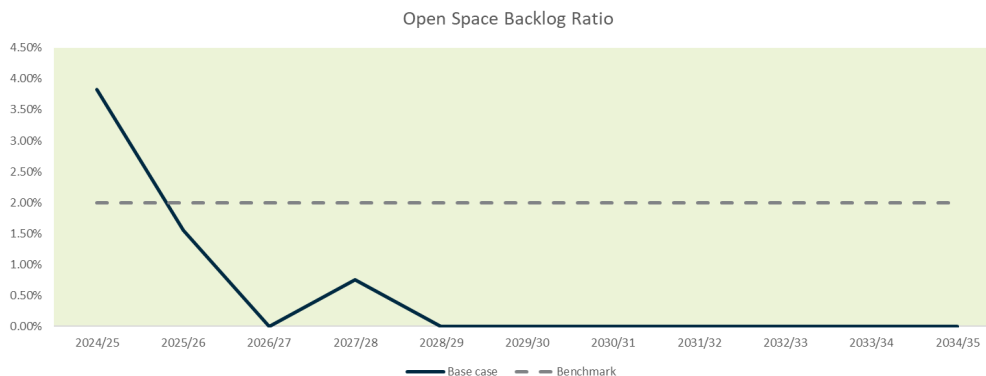


Figure 2 Asset Renewal Ratio

The renewal ratio forecast shows Actual Renewal funding is above the optimal levels for this portfolio. However, the optimal renewal is the depreciation amount and as open space assets have various lives and compliance requirements, and the useful life is uncertain, this is not a reliable indicator in the short to medium term for this asset class.

Figure 3 Open space maintenance ratio

The base case maintenance expenditure indicates greater expenditure is planned than the required. Maintenance planning should be reviewed to optimise outcomes. It could also indicate operational expenditure is being charged to maintenance activities, which is skewing predicted outcomes. For example, the required maintenance can be set as a percentage of asset value.

Figure 4 Open space backlog ratio

The backlog ratio significantly reduces over the ten-year plan timeframe. A large renewal expenditure has been included over the next 3 – 4 years which indicates the forecast reduction in backlog. There could be an opportunity to delay some renewal activities to achieve a more sustainable backlog outcome closer to the 2% benchmark ratio.

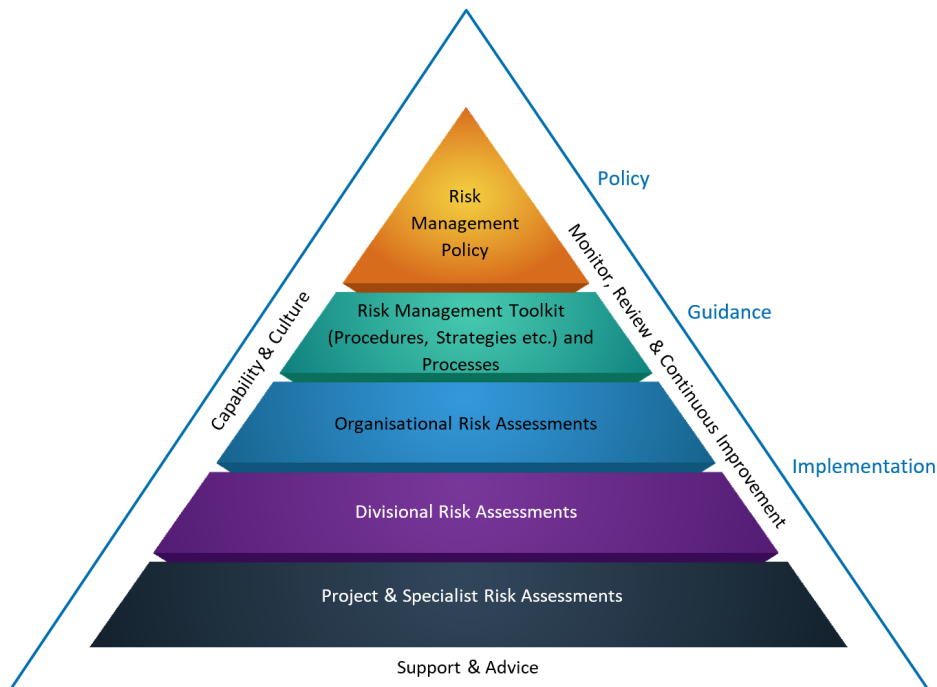
A. 1.7 Risk Management

Council has recognised the need to develop a corporate Risk Management Policy which sets the overall framework for addressing risk within the context of International Standard ISO31000-2018, Risk management – Principles and Guidelines.

Risk Management is defined in ISO31000:2018 as: ‘coordinated activities to direct and control with regard to risk’. The development and adoption of this Policy outlines Council’s commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in the image below:



Figure 5 Enterprise Risk Management Framework (Council Risk Management Policy 2021)



An assessment of risks associated with service delivery from Council's open space assets has not been undertaken. A risk assessment is recommended to be undertaken to allow council to concentrate on managing risks in a systematic manner (Improvement Action OP2).

A. 1.8 Critical Assets

The following asset attributes were considered when looking at critical open space assets. These factors include:

Table 5 Critical asset attributes

Attribute	High	Medium	Low
Designation significance	Special Use / Regional	Community / Neighbourhood	Pocket / Local / Reserves
Multipurpose	>3 user groups	2 – 3 user group	1 primary users
Frequency of use	Daily	3 – 4 times per week	1 – 2 times per week
Historical significance	Yes	No	No
Emergency service / management use	Yes	No	No
Off Leash Dog Areas	Yes	No	No

Some possible asset types which may be identified as critical in this portfolio are shown in the table below:



Table 6 Open space critical assets

Critical Asset	Failure Mode	Impact
Irrigation systems	Not operating	Damage to turf Unsafe playing conditions Cancellation of sporting fixtures Reputational damage
Playground equipment	Component failure	Injury to children Closure of playground Reputational damage
Lighting	Not operating	Cancellation of night-time sporting competition or training Reputational damage

A. 1.9 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 7 Open space confidence levels

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.



Table 8 Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Open space	Acceptable	Uncertain	Reliable	Acceptable

The overall confidence level of the plan is considered to be 'Acceptable'.

A. 1.10 Improvement Plan

Ref	Improvement action	Priority	Timeframe	Effort
OP1	Review register hierarchy and consider including sub-class for improved analysis of assets	Low	2026/27	Low
OP2	Develop asset criticality assessments and include this in register	High	2025/26	Low
OP3	Undertake a review of renewals and look to delay costs and spread renewal expenditure	High	Ongoing	Medium
OP4	Review and document the "required maintenance" amount to include planned maintenance and estimated reactive maintenance.	High	2025/26	High
OP4	Undertake a review of Level of Service requirements to maintain a sustainable level of backlog	High	2025/26	High

EO3 ELECTRIC VEHICLE CHARGING STATIONS - OUTCOME OF CONSULTATION

AUTHOR: Jack Griffiths, Traffic Engineer

APPROVER: Cathy Edwards-Davis, Director Engineering and Operations

RECOMMENDATION

That Council approve the implementation of all electric vehicle charging stations and the supporting parking restrictions outlined in this report.

PURPOSE OF REPORT

To provide consultation results of proposed electric vehicle charging stations in the Strathfield Local Government Area to Council for consideration.




REPORT

In response to item 12.2 of the August 2025 Ordinary Meeting of Council that resolved item 6.5 of the August Local Traffic Committee for the implementation of 11 electric vehicle charging stations with supporting parking restrictions be placed on public exhibition for 28 days, this report presents the results of the public consultation.




For reference, each of the proposed electric vehicle chargers and parking spaces to be restricted for the use of electric vehicles only while charging is provided below:

Location	Existing Parking Restrictions	Aerial Image
Opposite 95 Chalmers Road, Strathfield	None	




Electric Vehicle Charging Stations - **Outcome of Consultation (Cont'd)**

Opposite 74 Barker Road, Strathfield	None	 <p>EV pole charger</p> <p>On-street parking space to be converted to 'No Parking - EVs Excepted While Charging'</p>
60 Water Street, Strathfield South	None	 <p>EV pole charger</p> <p>On-street parking space to be converted to 'No Parking - EVs Excepted While Charging'</p>
20 Hillcrest Street, Homebush	None	 <p>EV pole charger</p> <p>On-street parking space to be converted to 'No Parking - EVs Excepted While Charging'</p>

Electric Vehicle Charging Stations - **Outcome of Consultation (Cont'd)**

Opposite 74 Park Road, Homebush	None	
9 Hornsey Road, Homebush West	None	
108 The Crescent, Homebush West	1P 7:30AM- 6PM	

Electric Vehicle Charging Stations - **Outcome of Consultation (Cont'd)**

89 The Crescent, Homebush West	1/2P 7:30AM- 6PM	 <p>EV pole charger</p> <p>On-street parking space to be converted to 'No Parking - EVs Excepted While Charging'</p>
8 Station Street, Homebush	2P 8AM-6PM Mon-Sat Permit Holders Excepted Area 20 No Parking 12AM-8AM Friday	 <p>EV pole charger</p> <p>On-street parking space to be converted to 'No Parking - EVs Excepted While Charging'</p>
14 Exeter Road, Homebush West	None	 <p>EV pole charger</p> <p>On-street parking space to be converted to 'No Parking - EVs Excepted While Charging'</p>

<p>91 Albert Road, Strathfield</p>	<p>None</p>	
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Two responses were received in response to consultation letters provided to businesses and residents surrounding each proposed electric vehicle charger. A summary of each response is as follows:

Charger proposed opposite 95 Chalmers Road, Strathfield (Attachment 1)

- The response objected to the proposed electric vehicle charger.
- **The response's main concern was the risk of a fire and the fire spreading to their property, either because of electric vehicles combusting or the charging station combusting.** Additional concerns were that their insurance costs will increase due to the risk of a fire and the increase in noise associated with additional vehicles accessing the area to use the charging station.
- As the proposed charging station is opposite the residences in this area and as the chance of an electric vehicle spontaneously combusting is low, it is determined that there is little to no risk associated with a fire starting and spreading.
- As the noise output of electric vehicles is much lower than that of internal combustion engine vehicles and as the charger will not significantly increase traffic volumes in the area, it is determined that there is no issue associated with the concerned increase in noise.

Charger proposed outside 9 Hornsey Road, Homebush West (Attachment 2)

- The response supported the installation of an electric vehicle charging station but objected to the proposed location of the charger.
- The response supported the need for an electric vehicle charger for the area but cited it would be better at an alternative location to utilise large electricity boxes for faster charging.
- As the location of the charger is advised by the provider based on a technical assessment from AusGrid of the capacity of the utility pole to support the charger, this is not a matter for Council to dictate. Council only advises on the location of the charger based on matters like parking restrictions, pedestrian safety, and conflicting infrastructure. Consequently, the charger is to remain at the proposed location.

As there were no significant issues that were raised from the consultation conducted, the installation of the proposed 11 electric vehicle chargers may proceed. It is expected that initial preparation works and possibly some of the chargers will be implemented before the end of the calendar year. The remaining chargers are expected to be installed by the end of April 2026.

FINANCIAL IMPLICATIONS

There are no financial implications as the implementation, maintenance, and removal of all infrastructure including signage and line marking will be borne by the electric vehicle charger provider.

ATTACHMENTS

1. [↓](#) Chalmers Road Submission
2. [↓](#) Hornsey Road Submission

Jack Griffiths

From: [REDACTED]
Sent: Tuesday, 7 October 2025 10:28 PM
To: Strathfield Municipal Council
Subject: EV charger @ 95 Chalmers Rd Strathfield

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Registered

Dear Mr Jack Griffiths ,

We have received notification of a New Electric Vehicle Charging station to be implemented opposite 95 Chalmers Rd Strathfield .

We are the neighbouring residents at [REDACTED] Chalmers Rd Strathfield and strongly oppose the implementation of the charging station as it poses significant health, fire and safety risk .

It is concerning with the increasing frequency of electric vehicles spontaneously setting on fire, and the increased risk of fire and explosion due to EV charger malfunctioning.

It poses a very high risk for our family home as there is a very large tree at the front of our home with a big canopy . The close proximity of the charging station would allow the fire to spread extremely quickly to the tree and our home .

We have a daughter that sleeps in the front room . Knowing that there is always a chance of fire will increase her already high anxiety levels and will be detrimental to her mental health .

We oppose to council putting our family's health and safety at risk.

Our home Insurance costs will also be significantly increased due to the increased fire risk.

Will Strathfield council agree to be liable for our health and safety risks and costs ?

We have been at this property since 2011. Since then there has been a major increase in traffic on our road due to park events and other council events.

An EV charging station will attract more cars into the area . Noise levels will dramatically increase especially late at night when cars move in and out of the area .

There are already a number of drivers that speed along our road late at night and make loud noises.

We do not want increased traffic , noise and pollution in a park environment.

We would greatly appreciate council taking our concerns into consideration and plan for an alternative location in the Strathfield area.

Kind Regards ,
[REDACTED]

Jack Griffiths

From: [REDACTED]
Sent: Wednesday, 8 October 2025 5:33 PM
To: Strathfield Municipal Council
Subject: (Proposal Feedback) 9 Hornsey Road charging station

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Registered

Hi Strathfield council,

I live in the apartment block on [REDACTED] Hornsey Road and love the initiative to bring back charging stations that was sorely needed for Flemington/Homebush West as they were previously unused and uninstalled at the Flemington carpark due to terrible charging support.

Why not use either or both of the electricity boxes on 4 Hornsey Road or on 100 The Crescent instead of 9 Hornsey Road?

I believe it'll be consistent with the already existing charging station in 19 Everton Road Strathfield or at 19 Richmond Road Homebush West.

I also believe using the larger electrical boxes will allow better charging rates than directly applying it to the pole.

To be explicit, I'm against the idea of 9 Hornsey Road and believe it's better suited to where existing electrical boxes are on the same street and nearby.

Looking forward to hearing from you.

Thank you,

[REDACTED]

EO4 BUSINESS PARKING PERMIT INVESTIGATION
AUTHOR: John Inglese, Traffic Engineer
APPROVER: Cathy Edwards-Davis, Director Engineering and Operations

RECOMMENDATION

1. That Council note that the introduction of business parking permits will reduce parking availability for customers to the town centres.
2. That Council receive and note the report.

PURPOSE OF REPORT

At the Ordinary Council Meeting 30 September 2025, Council resolved:

293/25

RESOLVED: (Baladi / Blackmore)

1. *That a report be provided to Council on the creation of a “Shopkeeper’s Parking Permit.” This report should specifically address:*
 - a) *The potential structure of a permit system which allows eligible local business owners and shopkeepers to park in designated metered within close proximity of their business for a fixed monthly fee.*
 - b) *Eligibility criteria, including proof of business ownership or operation within the Strathfield LGA and excludes businesses in the Strathfield Town Centre.*
 - c) *The financial implications for Council, including projected revenue, administrative costs, and impacts on existing parking revenue.*
 - d) *Options for balancing permit availability with the continued need for short-stay customer parking in commercial centres.*
 - e) *Comparisons with similar schemes in other metropolitan Councils.*
 - f) *Any regulatory, legal, or enforcement considerations associated with the parking permit scheme.*
2. *That this report is completed prior to the November Council Meeting.*

The purpose of this report is to address the Council resolution.

REPORT

Parking Restrictions

The purpose of parking restrictions is to help manage a scarce resource, where demand exceeds supply. Parking restrictions, particularly in town centre areas, ensures that there is a turnover of parking and customers can find a parking space when they arrive at their intended destination.

The objectives of a parking management system are as follows:

- Availability and turnover of parking
- Good customer access to retail centres and increasing the potential number of customers to the various shops
- Data availability on parking usage (residents, other customers)
- Congestion reduction – reduced vehicles circling for parking
- Encourages more walking and cycling to village centres
- Supports enforcement
- Reasonable revenue return to Council

If there are excess parking permits provided to motorists in an area, then the turnover of parking does not occur. If customers have repeated experiences in not being able to find parking, this may encourage them to undertake their shopping in alternative areas such as major shopping centres with multi-storey car parks with parking restrictions and paid parking after a certain time.

For example, in Homebush West there are approximately 60 businesses in the Town Centre. There are 65 parking spaces in the off-street metered car park. If Council were to issue one permit per business there would be limited parking spaces available for customers.

Transport for NSW Guidelines

The Transport for NSW guidelines outline the following criteria for business parking permits:

- Business needs, where there is inadequate on-street parking to allow local businesses (principals and employees) to pick up or deliver goods and/or provide services
- Business needs where tradespeople require short term access to areas of high demand

The Transport guidelines indicate that business permits should not be introduced for shopkeepers to have all day parking (at the expense of their customers).

Comparison with Other Metro Councils

Staff have investigated business parking permits schemes at other Sydney Metro Councils and found the following:

Council	Business Parking Permit Criteria	Fees
Bayside	Business Permit not offered	NA
Burwood	<ul style="list-style-type: none"> • The property must be business rated • No on-site parking • Be within a nominated permit parking scheme area • Must demonstrate they need the vehicle for the day-to-day operation of the business • A maximum of one permit is available per business. 	\$295
Canada Bay	<ul style="list-style-type: none"> • Business is in a permit parking zone 	Areas 1 to 5 - \$30 per

Business Parking Permit Investigation (Cont'd)

Council	Business Parking Permit Criteria	Fees
	<ul style="list-style-type: none"> Business must have limited or no off-street parking (e.g. garage, carport) Businesses may apply for up to two business parking permits 	month Area 6 (Five Dock) - Free
City of Canterbury-Bankstown	Business Permit not offered	NA
City of Ryde	Business Permit not offered Glen Street Permit Parking Scheme available to any motorist for \$855 pa.	NA
City of Parramatta	<ul style="list-style-type: none"> Maximum of two business parking permits Permanent operator or employee of a business located within a Business Parking Scheme area Premises must have direct frontage to a section of street within the Permit Parking Scheme area 	\$54
Cumberland	Business Permit not offered Susan Street car park and Lidcombe multi-storey car park annual permit \$1,955	NA
Hunter's Hill	Business Permit not offered	NA
Inner West	<p>Former Leichhardt LGA:</p> <ul style="list-style-type: none"> Up to 3 business parking permits (transferable). Intent is to reduce this to 2 business parking permits. Valid in only the lowest demand RPS zones, generally start 1 block away from the main streets of Darling Street, Balmain/Rozelle and Norton Street, Leichhardt. <p>Former Marrickville LGA:</p> <ul style="list-style-type: none"> 1 business parking permit Vehicle registered to a business <p>Former Ashfield LGA:</p> <ul style="list-style-type: none"> Business permit not offered. 	\$231.30
Lane Cove	Business Permit not offered Lane Cove Village incl The Canopy, Lane Cove Market Square and Little Lane Car Parks annual permit \$1,850	NA
Mosman	Business Permit not offered	NA
North Sydney	Business Permit not offered	NA

Council	Business Parking Permit Criteria	Fees
Randwick	Business Permit not offered	NA
Waverley	Business Permit not offered	NA
Willoughby	Business Permit not offered	NA
Woollahra	Business Permit not offered	NA

As can be seen from the table above, the majority of Sydney Metro Councils do not offer a Business Parking Permit.

Permit System and Eligibility

Council staff do not support the introduction of Business Parking Permits as it removes available parking from customers. There are Loading Zones within the town centres, which allows for the delivery of goods and materials. Currently businesses and their staff, if they drive to work, must park on their own property or park their vehicle further away and walk to the town centre area, which has parking restrictions for turnover. This ensures that the closest parking is kept available for customers.

The Transport for NSW Guidelines indicate that business permits should not be introduced for shopkeepers to have all day parking (at the expense of their customers).

Notwithstanding the staff recommendation, should Council wish to proceed with Business Parking Permits, two options have been considered:

Option 1

Council could create specific business parking permit parking zones, slightly further away from the main shopping precinct. This will help ensure parking remains available for customers to the town centres.

For example, they could be located in the following areas:

Homebush

- The Crescent, between Subway Lane and Meredith Street
- There are approximately 35 unrestricted parking spaces at this location
- The parking restrictions would apply 8am to 6pm

Homebush West

- The Crescent, between Hampstead Road and Kessel Avenue
- There are approximately 35 unrestricted parking spaces at this location
- The parking restrictions would apply 8am to 6pm

Similar areas could be found near Strathfield South and Cave Road shopping precincts.

Option 2

Business Parking Permits would allow holder of the permit to park in all permit areas. This would include up to 2 hours free parking per day in metered areas.

Criteria for a Business Parking Permit

Should Council wish to proceed with Business Parking Permits, for both Options 1 and 2, the following criteria for eligibility are proposed:

- The applicant's property must be business rated
- The applicant's property must have no on-site parking
- The applicant's property must be within a permit parking scheme area
- The applicant's vehicle must be registered to the business (a copy of the vehicle's registration must be submitted with the application).
- The applicant must demonstrate that they need the vehicle for the day-to-day operation of the business
- Business parking permits will not be provided to business in the Strathfield Town Centre (as defined by the Strathfield CBD property rating classification)
- A maximum of one Business Parking permit is available per business
- A fee of \$30 per month will apply for the Business Parking Permit

Options for balancing permits with Customer Parking

Issuing Business Parking Permits will reduce customer access to parking.

For example, in Homebush West there are approximately 60 businesses in the Town Centre. There are 65 parking spaces in the off-street metered car park. If Council were to issue one permit per business there would be limited parking spaces available for customers.

Option 1 as outlined above will lessen the impact for customers, compared with Option 2.

Regulatory, Legal or Enforcement Considerations

Business Parking Permits could be issued as ePermits, similarly to the Resident Parking Permits.

Business Parking Permits only exempt holders from time limits within that precinct. They do not override general road rules, eg. No Stopping zones.

FINANCIAL IMPLICATIONS

Since the introduction of the 1 Hour Free time limit within the Homebush West car park, parking meter income has reduced by approximately two-thirds.

For Option 1, as outlined above, income will increase.

For Option 2, as outlined above, should all eligible businesses within Strathfield LGA apply for a Business Parking Permit, it is assumed that parking meter income in Homebush and Homebush West would decrease substantially.

ATTACHMENTS

There are no attachments for this report.

EO5 ST PATRICK'S COLLEGE - RIGHT OF WAY VALUATION
AUTHOR: Cathy Edwards-Davis, Director Engineering & Operations
APPROVER: Michael Mamo, General Manager

RECOMMENDATION

1. That Council note that the independent valuation, commissioned by Council, for the Right of Way through St Patrick's College, between Fraser Street and Francis Street is \$1,720,000.
2. That Council authorise staff to meet with St Patrick's College representatives and obtain an in principle agreement in writing that they are willing to pay a minimum of \$1,720,000 for the Right of Way plus all Council incurred costs associated with removing the Right of Way.
3. That Council undertake community engagement regarding the Right of Way only if St Patrick's College provide an in principle agreement in writing that they are willing to pay a minimum of \$1,720,000 for the Right of Way plus all Council incurred costs associated with removing the Right of Way.

PURPOSE OF REPORT

At the Ordinary Council Meeting 29 April 2025, Council resolved:

*81/25
That Council:*

- *Note the receipt of a formal valuation from St Patrick's College Strathfield in relation to their proposal to acquire the Council-owned Right of Way currently located within their school grounds.*
- *Request that Council obtain an independent valuation of the subject Right of Way land for comparison and consideration.*
- *Request that a report be brought to Council outlining:*
 - *The outcome of the independent valuation.*
 - *Legal, planning, and community implications of collapsing or extinguishing the Right of Way.*
 - *Any relevant provisions under the Local Government Act 1993 or the Roads Act 1993 which may impact this pathway.*
 - *Current safety and security issues arising from public access to the school grounds via the Right of Way.*
 - *Inclusion of any history on the Right of Way and its creation.*

This report addresses the Council resolution.

REPORT

History

On the 1 December 2004, Council sold part of Edgar Street, Strathfield to St Patrick's College. This was the section between Fraser Street and Francis Street. A 1.8 metre wide Right of Way was retained to allow for through site pedestrian access for the community.

At its meeting on 2 November 2004, Council resolved to sell the land to the College for \$975,000 plus \$72,985 for works to be carried out by Council in connection with the closure.

The School has on a number of occasions requested that the Right of Way be extinguished. Council has previously refused on the grounds that local residents would suffer considerable inconvenience, particularly older residents who would be faced with a far longer walk. A recent two week closure of the gates resulted in a spike of complaints from local residents.

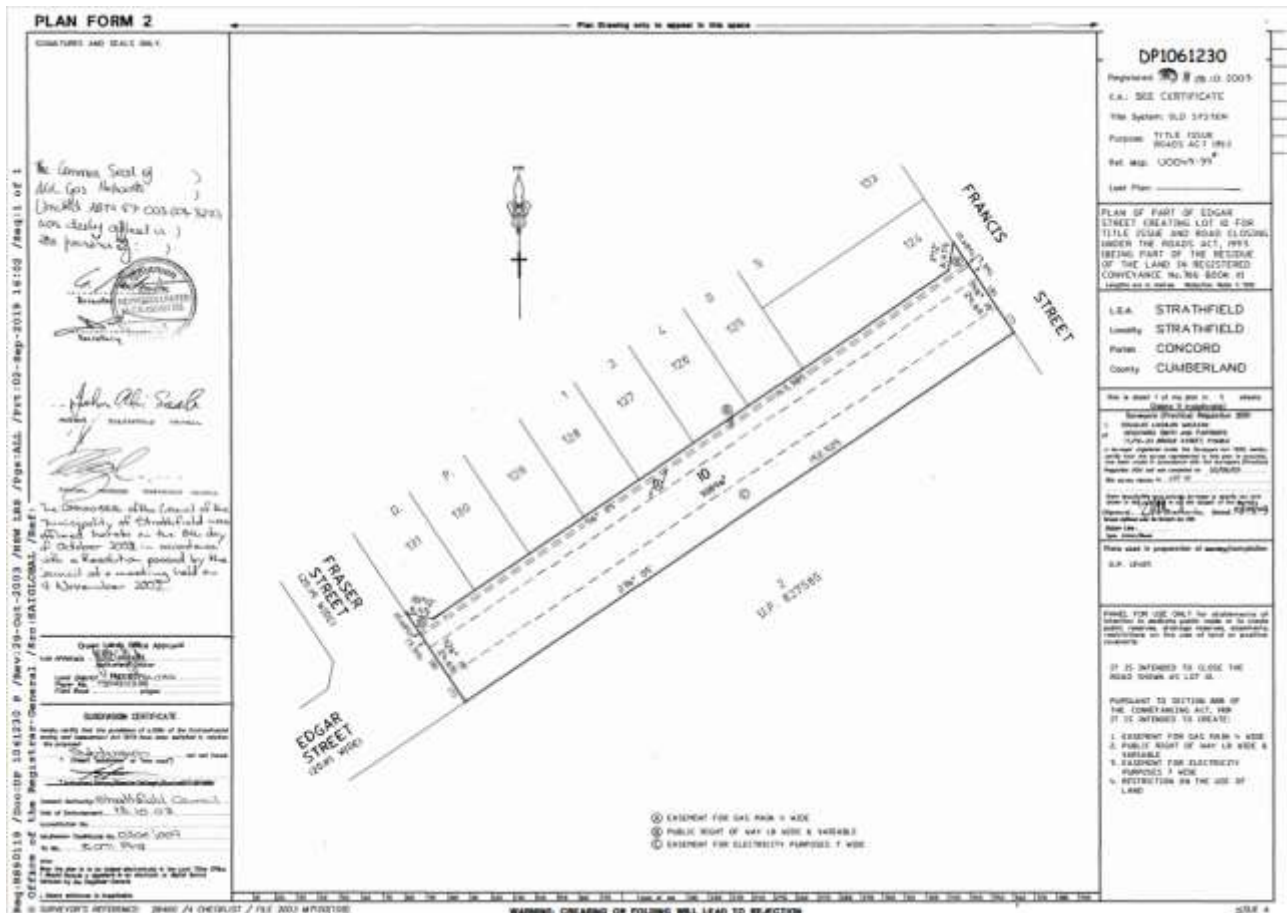
Nevertheless in 2019 at the school's request, Council undertook an extensive public consultation regarding the Public Right of Way located on the former Edgar Street Strathfield. This included an exhibition process and a public meeting at Strathfield Town Hall, which was held on 5 September 2019.

At the time, 62% of community respondents indicated that they did not support the removal of the Right of Way. The outcome of the consultation was discussed at a Councillor's Workshop on 10 September 2019. Council advised St Patrick's College that Council did not support the removal of the Right of Way and the request was denied.

Location



The plan above shows the section of Edgar Street which was sold to St Patrick's College.



The Right of Way is indicated on the Deposited Plan for the site.

College Valuation

At the Ordinary Council meeting held in August 2025, a representative of the College indicated that the College had obtained a valuation to acquire the Right of Way for \$300,000. A confidential copy is attached.

Council Valuation

Council has separately engaged an independent valuation from Colliers Valuation & Advisory Services. Colliers are widely regarded as a leading provider of property valuation and investment advice services within Australia. Colliers have valued the Right of Way at **\$1,720,000**. A confidential copy of the full valuation report is attached.

The Colliers valuation was based on recent sales evidence to develop a dollar value per metre square for land in the vicinity.

Easements are valued on the basis of the loss incurred to the servient tenement. There is no need to contemplate a hypothetical development of the site as the servient tenement owns the land and is the only party that would benefit from the extinguishment of the easement.

The NSW Valuer General Compensation Guidance Note states: “Where an easement is acquired over land, compensation for the landowner will generally be assessed as a percentage of the value of the land subject to the easement.” The Collier valuation therefore takes a before and after comparison approach, comparing the affected area and the remaining land with and without the easement present.

Comparison of the Valuations

There is a substantial difference between the two valuations.

An external review of the St Patrick's College commissioned valuation identified the following discrepancies:

- Has not used a standard approach to valuation. Uses a market value that is not defined by the Australian Property Institute (API) or International Valuation Standards (IVS).
- No clear explanation has been given for the figures provided within the valuation.
- The Valuer Registration Number used in the report has expired and has not been valid since 2016.
- References legislation that has been repealed.
- Reference is made to irrelevant case law.

Legal Implications

Part of Edgar Street was formally closed under the *Roads Act 1993*. It is now privately owned land and therefore the Roads Act legislation is no longer relevant to this land.

Section 22(1)(d) of the *Local Government Act 1993* states that a Council “may, for the purpose of enabling it to exercise its functions, purchase, exchange, take on lease, hold, dispose of and otherwise deal with property...”. Should Council wish to, this section of the Act permits Council to sell the Right of Way.

Planning Implications

The land has an R2 zoning. St Patricks College already own the land in question and therefore there should be no additional specific planning implications.

The zoning and its impact on the valuation are contained within the confidential attachment.

Community Implications

The community have previously expressed concerns regarding the removal of the Right of Way. Council has received numerous pieces of correspondence opposing the removal of the Right of Way. This was most recently formally tested in 2019, when Council undertook an extensive public consultation regarding the Public Right of Way. This included an exhibition process and a public meeting at Strathfield Town Hall, which was held on 5 September 2019.

The Right of Way was created to provide a through site link for pedestrians. Council has previously refused to remove the Right of Way on the grounds that local residents would suffer considerable inconvenience, particularly older residents who would be faced with a far longer walk.

Safety and Security

The College has raised concerns that the Right of Way creates safety and security issues for the school. In particular, it allows members of the public to access the school's private land.

If they chose to, there are options which the College could implement to address any intrusion onto the site. The Right of Way could be fenced, with gated access to the school. The Right of Way could be delineated by garden beds and signage erected to warn pedestrians not to stray from the Right of Way.

Currently during the day, when the students are present at the College, there are multiple open gates and entrances to the school (separate from the Right of Way) which could be utilised by any member of the public.

Next Steps

Council staff do not support the removal of the Right of Way, as it provides an important through site link for the community from Fraser Street to Francis Street.

Notwithstanding this, St Patrick's College has indicated that they wish to purchase the Right of Way. The independent valuation for the Right of Way is \$1,720,000. Given the community benefit, this Right of Way should not be sold unless market value is obtained. It is unknown whether the College is prepared to pay this amount for the Right of Way. It is therefore proposed to discuss this with them in principle in the first instance. If they indicate a willingness to pay this amount plus all Council incurred costs associated with removing the Right of Way, then the matter could proceed to community engagement to obtain an understanding of the community's current sentiment towards the value of the Right of Way.

FINANCIAL IMPLICATIONS

Colliers have valued the Right of Way at **\$1,720,000**

ATTACHMENTS

1. **CONFIDENTIAL** - St Patrick's College Commissioned Valuation - *Circulated in Confidential Under Separate Cover Attachments document*
2. **CONFIDENTIAL** - Council Commissioned Valuation - *Circulated in Confidential Under Separate Cover Attachments document*
3. **CONFIDENTIAL** - Review of St Patrick's College Commissioned Valuation - *Circulated in Confidential Under Separate Cover Attachments document*

12.1 MINUTES - COUNCILLOR WORKSHOP 11 NOVEMBER 2025

AUTHOR: David McQuade, Senior Governance Officer

APPROVER: Melissa Mallos, Director Legal and Civic

RECOMMENDATION

That the report be received and noted.

PURPOSE OF REPORT

The purpose of the report is to present a summary to Council of the items discussed at the Councillor Workshop held on Tuesday 11 November 2025.

REPORT

Attendees

Councillors Blackmore (arrived at 4:33pm), Cai, Kim (arrived at 4:33pm), Nosworthy and Pensabene.

Apologies

Councillors Baladi and Reddy.

Declarations of Pecuniary or Conflict of Interest (Nature of interest to be disclosed)

Nil.

The Councillor Workshop commenced at 4:31pm and closed at 6:14pm.

The following items were discussed at the Councillor Workshop held on 11 November 2025:

Item	Title	Attendance	Summary	Follow Up Action
LC1	Community Event Grant Program	<p>Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene.</p> <p>Councillor Cai left the meeting, the time being 5:36pm.</p> <p>Councillor Cai returned to the meeting, the time being 5:39pm</p>	<p>Council officers recommended that should Council wish to provide funding for the Community Event Grant Program, that it be incorporated into the Community Grant Program that has an existing stream for Cultural – Arts & Events. The Community Grants Guidelines 2025-2026 were presented to Councillors</p>	To go to Council Meeting 25 November 2025
LC2	2026 Cooks River Fun Run	Councillors Blackmore, Cai,	Report received and noted by Councillors	

		Kim, Nosworthy and Pensabene		
LC3	2026 FIFA World Cup Live Site	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Council officers presented option to host live 2026 FIFA World Cup games at the Strathfield Town Centre including set up and costs. Councillors explored timing of matches, schedule of games, screen sizes and budget requirements	To go to Council Meeting 16 December 2025
LC4	Confirmation of Councils Intention to Establish Friendship City Agreements	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	A definition of what a Friendship City Agreement is was provided to Councillors and options for Council to consider discussed. Council are to determine at the next Council Meeting	To go to Council Meeting 25 November 2025
LC5	Governance Update - FOR DISCUSSION (10 MINS)	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Proposed dates for Ordinary Council Meetings in 2026 were presented by Council officers with possible amendment to 22 September 2025 date to 29 September 2025. The implications of the new Model Code of Meeting Practice were discussed with Councillors	To go to Council Meeting 25 November 2025
CCS1	Community Consultation Outcomes - Proposed Suburb Boundary Change	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	The results of community consultation on the proposed suburb boundary change were presented to Councillors by Council officers, considering arguments for and against	To go to Council Meeting 25 November 2025
CCS2	Disability Inclusion Action Plan	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
CCS3	Youth Achievement Awards Working Group	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
CCS4	Strathfield Garden Beautification and Awards Program	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
CCS5	Customer 'Time-Out' Policy and Procedure	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025

CCS6	Draft Annual Report 2024-25	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
PE1	Update - Proposed Amendments to the Heritage Framework	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene. Councillor Nosworthy left the meeting, the time being 5:19pm. Councillor Nosworthy returned to the meeting, the time being 5:21pm	The steps required to classify sites as Contributory, Neutral or Intrusive in Heritage Conservation Areas (HCAs) across the Strathfield Local Government Area (LGA) were explained to Councillors using a variety of examples. The terminology used and historical determinations were discussed. Proposed amendment to Part P – Heritage of the <i>Strathfield Development Control Plan (DCP) 2005</i> is currently on exhibition and to go to Council Meeting 25 November 2025 for adoption	To go to Council Meeting 25 November 2025
EO1	Land Transfer from the State Government	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
EO2	Fully Lit Bike Path - Bay-to-Bay Cycleway	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
EO3	Banner Poles - Location within Strathfield LGA	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	No further action required
EO4	Strathfield Recreation and Wellness Strategy (SRWS) Draft	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Council officers presented summary of the SRWS; recreational activities community participate in currently across the Strathfield Local Government Area, community consultation undertaken and the actions identified in SRWS	To go to Council Meeting February 2026
EO5	Business Parking Permit Assessment Report	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Report received and noted by Councillors	To go to Council Meeting 25 November 2025
EO6	Asset Management Policy, Asset	Councillors Blackmore, Cai,	Report received and noted by Councillors	To go to Council Meeting 25

	Management Plan and Strategy Asset Management Plan	Kim, Nosworthy and Pensabene		November 2025
EO7	CONFIDENTIAL - St Patrick's College Valuation	Councillors Blackmore, Cai, Kim, Nosworthy and Pensabene	Councillors were briefed on the valuation provided for Easement that exists through St Patrick's College.	To go to Council Meeting 25 November 2025

Mayor's Update

Nil

General Manager's Update

- The next Citizenship Ceremony will be held on 18 November 2025
- There are a number of Councillor Workshops scheduled to take place by the end of the year:
 - 19 November 2025 – Listening Project and 2026/2027 Priorities
 - 2 December 2025 – Land and Property Strategy
 - 9 December 2025 – Business to be confirmed
- The Community Christmas function will be held on 27 November 2025
- Christmas Carols will be held on 6 December 2025
- An Extraordinary Council Meeting will be held on Tuesday 16 December 2025 at 5pm
- Christmas decorations (including trees) will be erected across the Strathfield LGA from 12 November 2025 with nativity scene installed on 18 November 2025
- Pictorial History of Strathfield District Book to be launched at the Strathfield Library and Innovation Hub on 12 December 2025

Councillor Pensabene noted that the Gelling Avenue Christmas Party will be held on 14 December 2025

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report

12.2 MINUTES - LOCAL TRANSPORT FORUM MEETING ON 18 NOVEMBER 2025

AUTHOR: John Inglese, Traffic Engineer

APPROVER: Cathy Edwards-Davis, Director Engineering and Operations

RECOMMENDATION

That the Minutes of the Local Traffic Forum Meeting held on 18 November 2025 be noted and the recommendations be adopted.

ATTACHMENTS

1. [Local Transport Forum Meeting Minutes - 18 November 2025](#)

STRATHFIELD COUNCIL

LOCAL TRANSPORT FORUM

MINUTES

Tuesday 18 November 2025

11am - 12:30pm

Main Building Meeting Room

65 Homebush Road, Strathfield





LOCAL TRANSPORT FORUM - 18 NOVEMBER 2025

MINUTES

Minutes of the Local Transport Forum of Strathfield Municipal Council held on 18 November 2025, in the Main Building Meeting Room, 65 Homebush Road, Strathfield.

COMMENCING: 11:10AM

PRESENT: Benjamin Cai
Raymond Yeung

Chairperson
Auburn Traffic Police

ALSO IN ATTENDANCE:

Cathy Edwards- Davis
Mr John Inglese
Mr Jack Griffiths

Director Engineering and Operations
Senior Traffic and Transport Engineer, Strathfield Council
Traffic Engineer and Transport Engineer, Strathfield Council

1. WELCOME AND INTRODUCTION

The Chair welcomed all to the meeting

2. APOLOGIES

Councilor John Paul Baladi
Matthew Tangonan Transport for NSW (Comments were provided by TfNSW)
Jason Yat-sen Li Member for Strathfield

3. DECLARATIONS OF INTEREST

Nil

4. CONFIRMATION OF MINUTES**RECOMMENDATION**

That the minutes of the Local Transport Forum meeting held on 21 October 2025, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes.

Voting on this item was unanimous

5. DEFERRED/OUTSTANDING ITEMS

Nil

6. REPORTS

6.1 Request for loading Zone on the Crescent outside the Ganesha Temple.

BACKGROUND

At the August Local Transport Forum, a report was prepared following a request from the Ganesha Temple (Cnr the Crescent and Eastbourne Road), Homebush West, if it is possible to allocate a loading zone directly in front for the building to assist with event planning etc.

REPORT

Council Staff have investigated this request as there is sufficient kerb space to allocate a 6.0m, long loading Zone just west of the Temple Driveway. See Figure 1. below.

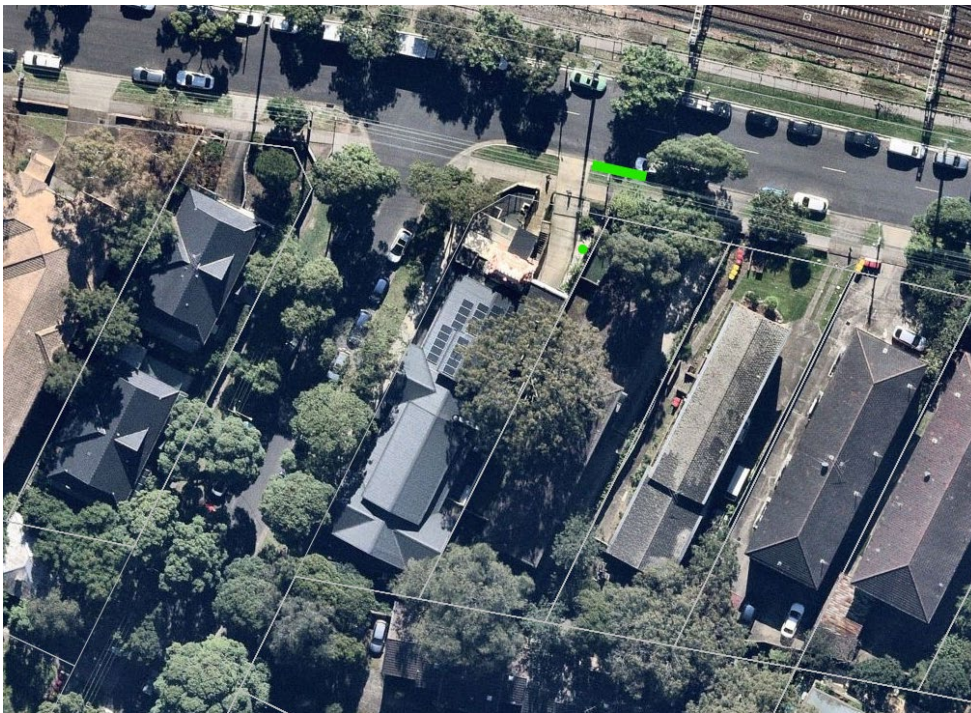


Figure 1 proposed 6.0m Long Loading Zone.

At the Meeting discussion took place on the request for a Loading Zone and the fact that there are other Loading Zones nearby, and that this request should not be approved.

Following a site meeting with the Mayor and two Representatives of the Ganesha Temple it was determined that a Loading Zone would be beneficial for providing access and it was decided that the Loading Zone would have a restricted period of 15 Mins and that this should be considered by the members of the Local Transport Forum. *No further comments from transport.*



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RECOMMENDATION

That Council approve the installation a 6.0m long Loading Zone on the south side of The Crescent just west of the driveway to the Ganesha Temple with a 15 Min Time limit as per figure 1 in the report.

(Voting on this item was unanimous)



LOCAL TRANSPORT FORUM - 18 NOVEMBER 2025

MINUTES

6.2 Local Transport Forum meeting dates for 2026

Please see below Local Transport Forum Meeting Dates for 2026

Date	Time	Location Main meeting room
17 February 2026	11:00AM – 12:30PM	Face to face meeting
17 March 2016	11:00AM – 12:30PM	Face to face meeting
14 April 2026	11:00AM – 12:30PM	Face to face meeting
19 May 2026	11:00AM – 12:30PM	Face to face meeting
16 June 2026	11:00AM – 12:30PM	Face to face meeting
14 July 2026	11:00AM – 12:30PM	Face to face meeting
18 August 2026	11:00AM – 12:30PM	Face to face meeting
15 September 2026	11:00AM – 12:30PM	Face to face meeting
13 October 2026	11:00AM – 12:30PM	Face to face meeting
17 November 2026	11:00AM – 12:30PM	Face to face meeting
15 December 2026	11:00AM – 12:30PM	Face to face meeting

RECOMMENDATION

That Council adopt the Local Transport Forum meeting dates for 2026

(Voting on this item was unanimous)

6.3 Various Locations – Response to Request for Local Signage Changes and Road Works

BACKGROUND

Item 10.4 of the September 2025 Ordinary Meeting of Council requested Council staff to proceed with several signage and line marking changes at various locations around the Strathfield Local Government Area if there were no technical issues associated with the changes. The requested changes with supporting photos and responses on each request are as follows:

- Yellow solid line road markings signalling 'no parking' be applied to the road on the southern side of Barker Road, after the Newton Road intersection and on the western side of Newton Road prior to the Barker Road intersection such that the markings do not extend further than the extent of the opposite footpath as highlighted in Figure 1 below:

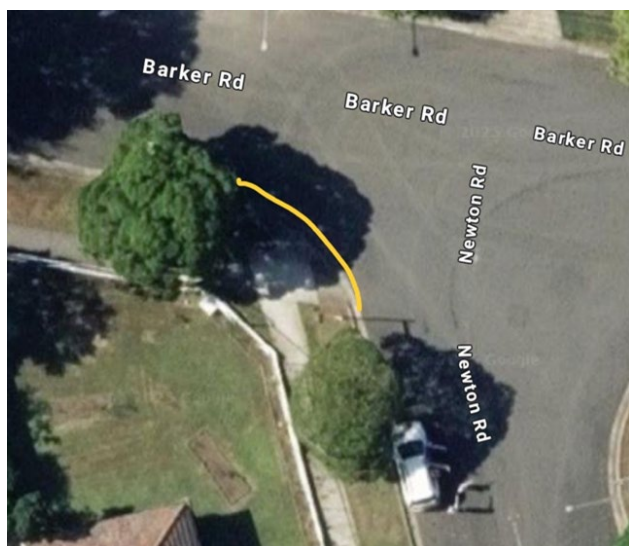


Figure 1 – requested C3 line marking on the west side of the intersection of Barker Road and Newton Road

Response:

Standard parking rules require a 10.0m 'No Stopping' zone from unsignalised intersections, however there is an allowance for this to be reduced to 6.0m when certain criteria are met. The 'No Stopping' distance is measured from the kerb line of the intersecting road.

As the intersection is subject to low-volume/low-speed traffic, is an area for residential access only, and is of sufficient width to accommodate for the swept paths of the largest vehicle to access the area (a garbage truck), the 'No Stopping' can be reduced to 6.0m.

The 'No Stopping' on Newton Road is already 6.0m measured from the intersecting kerb line, however the 'No Stopping' on Barker Road can be reduced by approximately 2.6m as shown in Figure 2.

These works will be completed within the next few months when nearby line marking at Newton Road is to be

completed.



Figure 2 - C3 line marking to be implemented on the west side of the intersection of Barker Road and Newton Road

- The 'No Stopping' sign which recently replaced a motorbike parking space at the intersection of Burlington Road and the laneway to the Council car park be shifted closer to the laneway to accommodate an additional car parking space as indicated in Figure 3 below:



Figure 3 – requested car parking space on Burlington Road

Response:

Adjusting the line marking as shown in the photo such that it is closer to the laneway is not supported as offset from the laneway is required to ensure exiting vehicles have sufficient manoeuvring room and sightlines to oncoming vehicles.

However, the existing parking spaces have been adjusted in width such that an additional space in this section of on-street parking has been added while maintaining minimum parking widths (2.4m wide) as per Australian Standards. All parking spaces (including the accessible parking loading and unloading shared space) are 2.4m in width except for the accessible parking space closest to the crossing which is 3.0m wide to allow more manoeuvring room with the recently completed kerb next to the space. This has been achieved with the edge of the last parking space remaining in line with the utility pole and 'No Stopping' sign shown in Figure 3.

- The "No Stopping" sign at Rochester Street Shops is to be moved southwards at least 1 metre and stand at the point where the road first begins to bend, as illustrated in Figure 4 below:



Figure 4 – requested relocation of a parking sign combination on Rochester Street

Response:

The location of the signs shown in Figure 4 is 11.0m north of the pedestrian crossing at the adjacent intersection and is on the departure side of the crossing. As per Australian Standards, pedestrian crossings are required to have a 10.0m departure 'No Stopping' zone. Consequently, the signs can be moved 1.0m closer to the crossing, and this has been completed.

Furthermore, there are similar signs on the opposite side of Rochester Street as shown below in Figure 5:



Figure 5 – parking signs on east side of Rochester Street

Similarly, these signs as shown in the photo are 11.0m from the pedestrian crossing, but on the approach side. Australian Standards require a 20.0m 'No Stopping' zone on approach to pedestrian crossings, but this distance may be reduced where kerb buildouts or similar allow pedestrians to step out into the road while remaining protected.

The pedestrian crossing has kerb buildouts providing a 2.0m extension into the road such that the required approach 'No Stopping' can be reduced to 10.0m and so the sign combination can be located 1.0m closer to the crossing. This has been completed, noting the adjacent hatched line marked area has been reduced to match.

- The Kiss and Ride zone outside Homebush Public School to be shortened by 2 full car spaces and afternoon times altered to 2:45pm-3:15pm (a reduction of 15 minutes each way).

Response:

In late 2021 /early 2022, the Kiss & Ride area was shortened by 3 spaces on the north end to reinstate 1-hour parking to support adjacent businesses. Additionally, the morning times were reduced by 30 minutes to conclude at 9AM instead of 9:30AM and the afternoon times were reduced by 30 minutes to conclude at 3:30PM instead of 4PM.

These changes were implemented in consultation with the school and local businesses, where this achieved an outcome that satisfied all parties. The school noted that these changes would be acceptable if no additional changes were implemented.

As such, further reductions to the Kiss & Ride area are not possible without adversely impacting the school, which

in turn will impact parking and congestion in the area during pick-up/drop-off times.

- That the yellow line marking on the south eastern part of Redmyre Road (where it meets Chalmers Road) is to be blacked out/removed by 2 metres as indicated in Figure 6.



Figure 6 – requested reduction of C3 on Chalmers Road south of Redmyre Road

The C3 (yellow) line marking was implemented on the inside of the intersection of Redmyre Road and Chalmers Road when the median was constructed (Figure 7) to:

- Prevent vehicles parking close to the bend such that a vehicle coming around the bend from Redmyre Road has sufficient manoeuvring room and there is a reduced risk of rear-end collisions.
- Satisfy required road widths by providing a minimum 2.0m parking lane and 3.0m travel lane adjacent to BB line marking.

However, the C3 line can be shortened by the requested length of 2.0m while still satisfying both of the above considerations as shown in Figure 7, which also demonstrates the required 5.0m separation between the eastern front of kerb and edge of BB line marking. It is noted that the shortening demonstrated in Figure 6 is more than 2.0m, where the actual length of shortening is shown in Figure 7 and would see the termination of the C3 line be in line with the second tree trunk south of Redmyre Road.

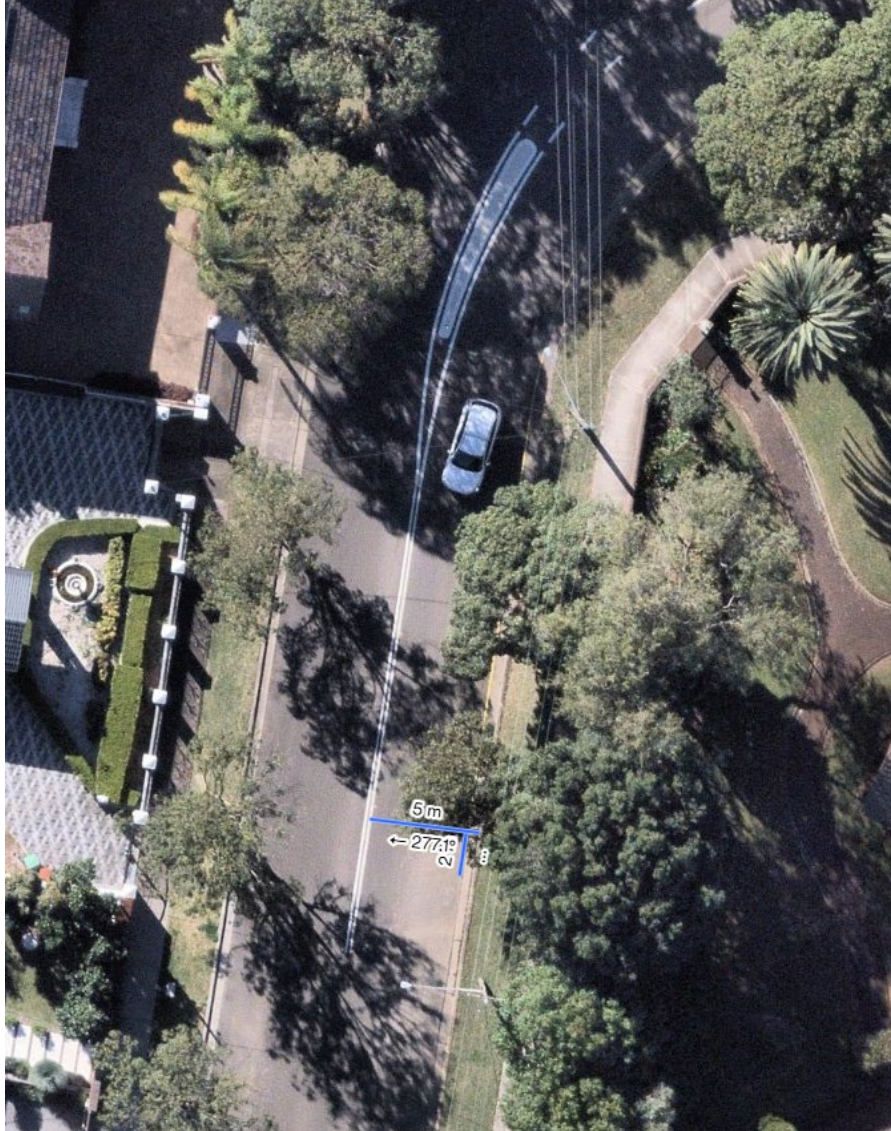


Figure 7 – shortening of C3 on Chalmers Road south of Redmyre Road and resulting parking and travel lane widths

RECOMMENDATION

That Council receive and note the report.

(Voting on this item was unanimous)

6.4 Intersection of Kingsland Road and Llandilo Avenue, Strathfield – Request for No Right Turn During School Hours

BACKGROUND

Council staff met with the Trinity Grammar Preparatory School's Head and Deputy Head of the School on Thursday 23 October to discuss traffic and pedestrian issues associated with pickup/drop-off operations around the School, one of which was queuing for the Kiss & Ride zone along the Llandilo Avenue frontage of the School (red in Figure 1) and issues experienced when vehicles 'cut the line'.

Currently, vehicles pick up/drop off students at the aforementioned area and vehicles waiting to do so queue along Llandilo Avenue and onto Kingsland Road north of Llandilo Avenue (green in Figure 1), where the vehicles on Kingsland Road turn left into Llandilo Avenue. While this causes congestion during pick-up/drop-off hours, slow vehicle speeds increase safety for children and parents accessing and leaving the school area.

However, some vehicles enter the pick-up/drop-off area either by turning right from Kingsland Road south of Llandilo Avenue into Llandilo Avenue (blue in Figure 1) or travelling straight from Llandilo Avenue west of Kingsland Road into the pick-up/drop-off zone (orange in Figure 1). This can disrupt the pick-up/drop-off operations and flow of traffic here or vehicles may double-park or park in a restricted area such that this causes a traffic hazard.

No further comment, receipt of TMP by Transport is noted.

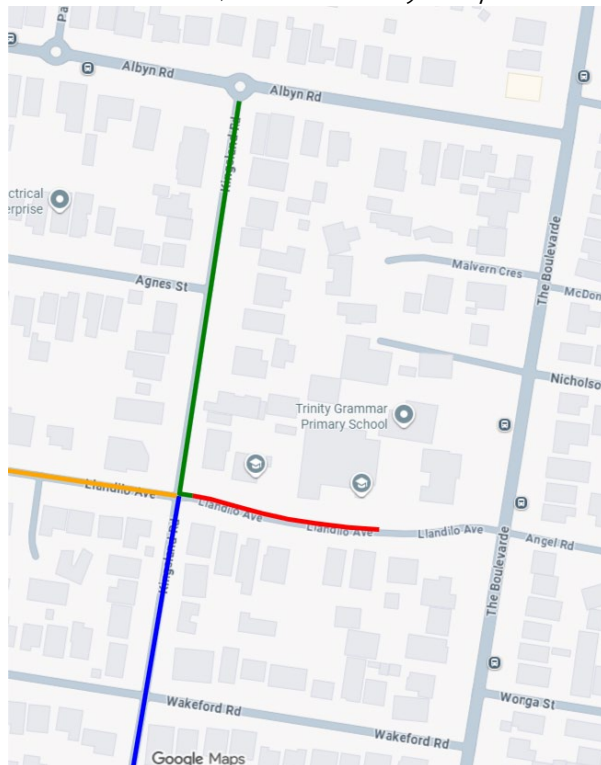


Figure 1 – existing PUDO zone for Trinity Grammar Preparatory School and access routes

PROPOSAL

To prevent vehicles turning right from Kingsland Road into Llandilo Avenue and 'cutting the line', it is proposed to implement a 'No Right Turn 8AM-9:30AM 2:30PM-4PM School Days' restrictions as shown in Figure 2.

While this will not restrict through vehicle movements from Llandilo Avenue west of Kingsland Road, it will help prevent most vehicles from disrupting pick-up/drop-off operations and will promote safer vehicle manoeuvres in and around the school zone.



Figure 2 – proposed 'No Right Turn 8AM-9:30AM 2:30PM-4PM School Days' restriction on Kingsland Road turning right into Llandilo Avenue

Similar restrictions have been implemented at the following locations in the Strathfield LGA:

- The same restriction ('No Right Turn 8AM-9:30AM 2:30PM-4PM School Days') was implemented on Shortland Avenue for right turn movements into Fraser Street (Figure 3) at St Patrick's College to assist with the same issue (vehicles 'cutting the line' for the PUDO zone and disrupting queuing).



Figure 3 - 'No Right Turn 8AM-9:30AM 2:30PM-4PM School Days' restriction on Shortland Avenue turning right into Fraser Street

- A 'No Entry 8AM-9:30AM 2:30PM-4PM School Days' restriction has been in place since before 2016 preventing entry from High Street into Telopea Avenue (Figure 4) at Strathfield South Public School to encourage an informal one-way northbound operation during school hours due to Telopea Avenue being narrow.



Figure 4 – ‘No Entry 8AM-9:30AM 2:30PM-4PM School Days’ restriction from High Street into Telopea Avenue

Both of these restrictions have worked well and achieved the intended effect, so it is anticipated that the proposed turning restriction will have the same outcome.

As is the standard requirement for turning restrictions, a Traffic Management Plan for the proposal will be submitted to Transport for NSW which requires a 28-day consultation period with affected stakeholders and an advertisement in a local newspaper for the same period. The area outlined in red in Figure 5 will receive a consultation letter outlining the proposal as these are the stakeholders that will have their access affected.

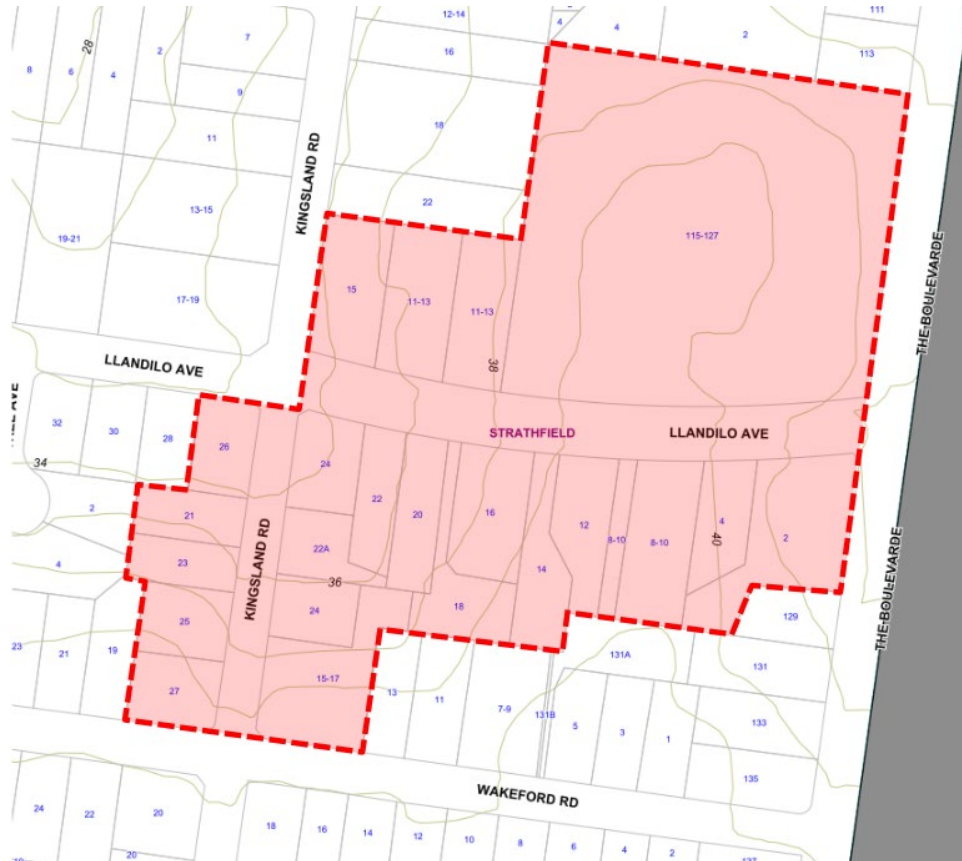


Figure 5 – proposed consultation area for the turning restriction implementation

CONSULTATION

As outlined above.

RECOMMENDATION

1. That Council approve the implementation of a 'No Right Turn 8AM-9:30AM 2:30PM-4PM School Days' turning restriction on Kingsland Road for right turns into Llandilo Avenue as outlined in this report.
2. That Council staff prepare a Traffic Management Plan for the proposed turning restriction to be submitted to Transport for NSW for review and concurrence prior to implementation of the turning restriction.
3. That a consultation letter on the proposed turning restriction be delivered to the residences outlined in red in Figure 5 of the report as part of the Traffic Management Plan and that consultation be conducted for 28 days.

(Voting on this item was unanimous)

6.5 Albyn Road, Strathfield – Results of Consultation on Proposed Pedestrian Crossing

BACKGROUND

As per item 6.5 of the June 2025 (formerly) Local Traffic Committee '*Albyn Road, Strathfield – Request for Pedestrian Crossing at the Childcare Centre*'; Council completed consultation with the Albyn Road Early Education Centre and all residences in Albyn Road between Chalmers Road and Homebush Road on a proposed pedestrian crossing outside Florence Reserve as shown in Figure 1.

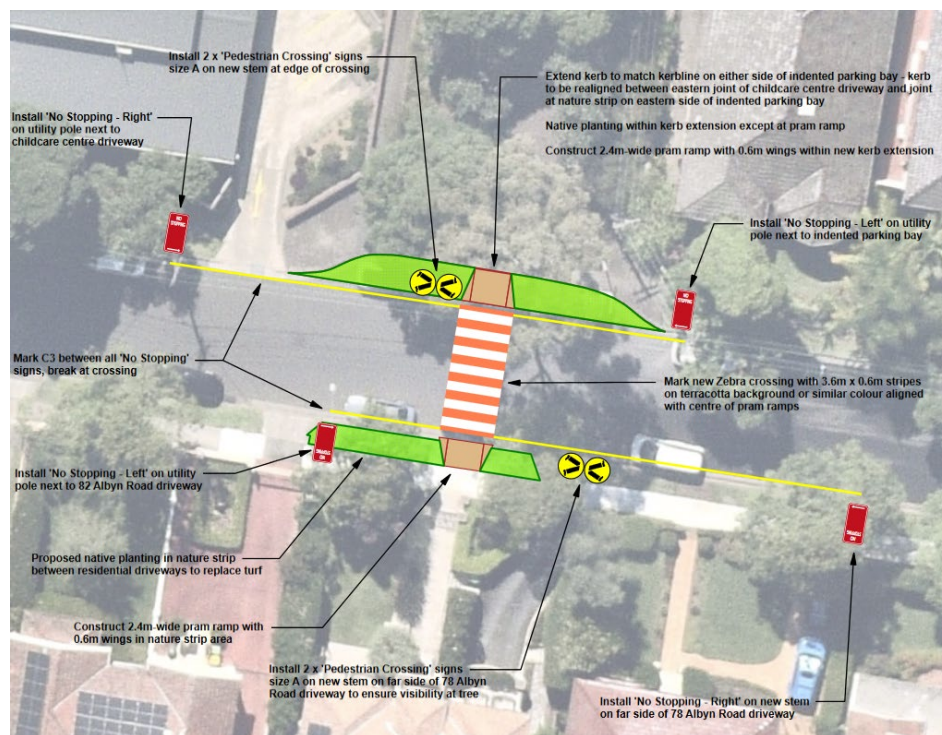


Figure 1 – concept design for proposed pedestrian crossing on Albyn Road included in the consultation letter

The crossing was proposed to assist with access to the childcare centre and Florence Reserve.

The consultation period was open for 5 weeks and received a total of 9 responses as summarised below:

- 1 response was in favour of the proposal.
- 8 responses, including one on behalf of the childcare centre and one of the residences with on-street parking affected, objected to the proposal (a 10th response providing a 9th objection to the proposal was received but this was from a property that had already submitted a response).



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- Issues raised in objection to the proposal were:
 - Loss of on-street parking will negatively affect residences. Further, as this section of Albyn Road is narrower than the remainder of Albyn Road and yet accommodates a bus route, vehicles often need to give way to oncoming traffic such that they don't side swipe parked vehicles. With the removal of parking around the crossing, this will displace vehicles and make them park closer to other vehicles such that there will be less gaps between vehicles that allow this informal give way system to operate.
 - The childcare centre has a good pick-up/drop-off system in place where vehicles drive into the car park, pick up or drop off the passengers, and exit via Florence Street. As such, very few if any people park on the opposite side of Albyn Road and cross the road to access the childcare centre.
 - Very few people access Florence Reserve as it is not a large green space nor does it offer any play equipment or similar features that attract many people.

PROPOSAL

Given the significant objection to the crossing, no further action is to be taken.

RECOMMENDATION

1. That no further action on the implementation of a crossing on Albyn Road outside Florence Reserve be taken.

(Voting on this item was unanimous)

6.6 Intersection of Pemberton Street and Shortland Avenue, Strathfield, Results of Consultation on Proposed Roundabout

BACKGROUND

As per item 6.7 of the December 2024 (formerly) Local Traffic Committee 'Intersection of Pemberton Street and Shortland Avenue, Strathfield – Consultation on Proposed Roundabout', Council completed consultation with residences on Pemberton Street and Shortland Avenue within a 100m radius of the intersection of Pemberton Street and Shortland Avenue on a proposed roundabout at this intersection as shown in Figure 1.

This item previously underwent consultation with residents surrounding the proposal in 2021, but due to staff changeovers the consultation results were not passed onto new staff and consequently not followed up on.

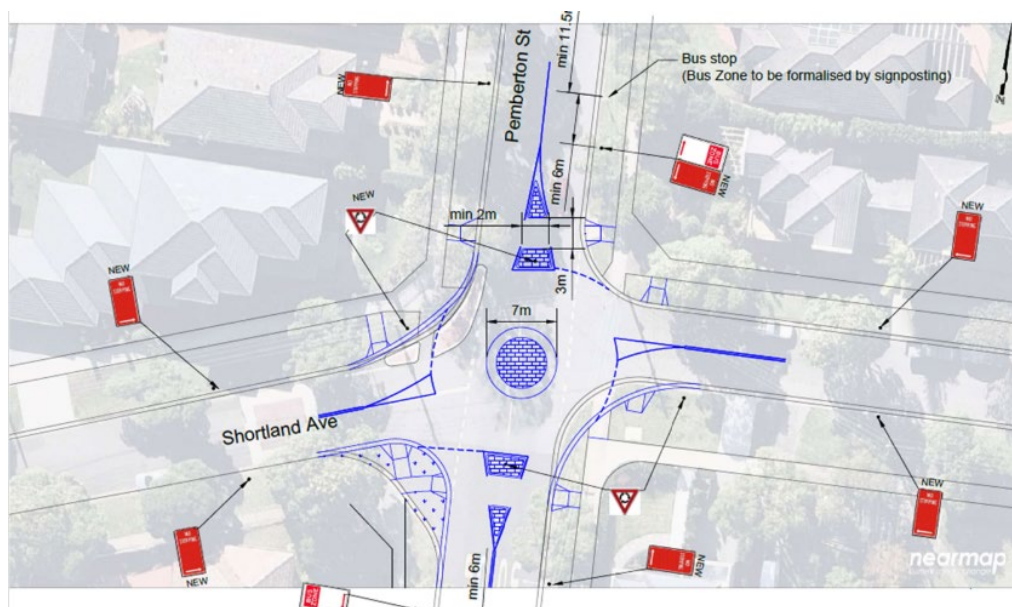


Figure 1 – proposed roundabout at the intersection of Pemberton Street and Shortland Avenue

The roundabout is proposed to assist with vehicle movements at the intersection, to slow vehicle speeds on Pemberton Street, and to provide staggered pedestrian crossing points on Pemberton Street.

Comments from TFNSW

Please ensure that sight distances and visibility from approaches won't be impacted by reduction to no stopping-lengths.

RE Bus Stop locations on Pemberton - their proximity to the roundabout may impact the flow during operations - would vehicles attempting to pass boarding/alighting buses pose risk here?

Shortland Ave approaches may require W2-7's given the tree canopy over the carriageway and approach angle (specifically eastern side).

The consultation period was open for 4 weeks and received a total of 7 responses as summarised below:

- 4 responses were in favour of the proposal.
- 3 responses objected to the proposal.
- Issues raised in objection to the proposal were:
 - Loss of approximately 8 on-street parking spaces due to the 'No Stopping' zones required for the roundabout.
 - RESPONSE: the 'No Stopping' zones on Shortland Avenue, particularly on the eastern leg of Shortland Avenue, could most likely be shortened to retain approximately half of the on-street parking spaces to be removed. There are similar instances of narrow roads with less 'No Stopping' than this such as Marion Street at the roundabout on Barker Road (Figure 2) and Elwin Street at the roundabout on Homebush Road (Figure 3). Pending concurrence to implement the roundabout, a revised design will be made with reduced 'No Stopping' zones that still address clearance and safety requirements.



Figure 2 – Marion Street at the Barker Road roundabout has reduced 'No Stopping' zones, indicated by the C3 line marking



Figure 3 – Elwin Street at the Homebush Road roundabout has reduced 'No Stopping' zones, indicated by the C3 line marking

- There are more suitable traffic calming measures like speed humps, speed radar units, or coloured surface treatments. These maintain access for buses, waste collection vehicles, emergency services, and commercial vehicles.
- RESPONSE: roundabouts are a proven traffic calming device that provide horizontal deflection and also serve the purpose of intersection control, which is particularly important at this intersection due to the offset of Shortland Avenue. Further, the roundabout will not prevent access for any vehicles as it would be constructed as a mountable roundabout that allows larger vehicles to drive over the roundabout. Separately, Council plan to implement a speed radar unit on Pemberton Street outside Boden Reserve.
- Increased congestion at the intersection.
- RESPONSE: the roundabout would reduce waiting time and hence congestion for vehicles on Shortland Avenue as vehicles must only give way to the right instead of both directions. A minor increase in congestion on Pemberton Road is beneficial as it slows vehicles, which is part of the objective of the roundabout. Increases difficulty of two-way access on Shortland Avenue.



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- RESPONSE: the proposed roundabout does not change access for Shortland Avenue where all existing traffic flow and access arrangements are retained as they currently are.
- Reduced visibility at driveways and intersections.
- RESPONSE: the proposed roundabout improves visibility at the subject intersection with 'No Stopping' zones and more so does not require as much visibility due to decreased vehicle speeds that offer increased gap acceptance times over a shorter distance. Further, the proposed roundabout does not affect any driveways.
- Traffic data does not support the need for a roundabout, where the December 2024 Local Traffic Committee item for the roundabout outlined a recorded average vehicle speed of 5 km/hr over the sign posted speed limit of 50 km/hr. Further, no data has been provided regarding pedestrian frequency accessing Boden Reserve such that a roundabout or crossing is not justified.
- RESPONSE: where the 85th percentile speed of a road is reaching 10% more than the sign posted speed limit, this is typically when interventions are implemented to manage vehicle speeds. Additionally, the proposal primarily manages vehicle interactions at the subject intersection and speeds on the whole of Pemberton Street as this is the approximate midpoint of the road where vehicle speeds are typically highest. The proposal secondarily proposes pedestrian crossing points where possible.
- Council is also considering a pedestrian crossing near Boden Reserve that would further reduce on-street parking, where the cumulative loss in parking would increase the difficulty for residents and visitors to find on-street parking.
- RESPONSE: if the proposed roundabout were implemented, the pedestrian refuge islands would most likely have pedestrian zebra crossings installed with them such that this intersection would provide prioritised crossing points for pedestrians. If these were implemented, the proposed crossing outside Boden Reserve would likely be discontinued. Further, crossings at the intersection instead of directly outside the Reserve would be more beneficial for on-street parking as the 'No Stopping' zones would affect less parking due to parking already being extremely limited at the intersection.

PROPOSAL

As there is greater support for than objection to the proposed roundabout and as the issues raised by those objecting to the proposal are to be addressed or are not relevant, it is proposed to proceed with construction of the roundabout.

The roundabout will be added to Council's Capital Works plan to be constructed in a future financial year subject to funding availability and the existing priorities of the Capital Works plan.

RECOMMENDATION

1. That Council approve the construction of a roundabout at the intersection of Pemberton Street and Shortland Avenue as outlined in this report.
2. That the estimated cost of \$120,000 be funded from a future Local Area Traffic Management budget.
3. That a revised design be brought back to a future Local Transport Forum prior to construction of the roundabout where the revised design is to include reduced 'No Stopping' zones on Shortland Avenue, pedestrian crossings at the refuge splitter islands on Pemberton Street, and landscaping components.

(Voting on this item was unanimous)



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MINUTES

7. SPECIAL EVENTS

Nil

8. ROAD SAFETY

Nil

Meeting Closed: 11:35AM

Next Meeting: 17 February 2026

13.1 QUESTION WITH NOTICE SUBMITTED BY COUNCILLOR PENSABENE
SUBJECT: MAYORAL COMMUNITY ADVISORY GROUP

At the Ordinary Council Meeting 10 December 2024, Council resolved:

7.2 Mayoral Minute 13/24 - Mayor's Community Advisory Group

300/24

RESOLVED: (Baladi)

That the council establish a Mayor's Community Advisory Group to support the Mayor in their role.

Meetings will occur monthly or as required and will discuss matters impacting the local community.

The group will consist of active community members selected by the Mayor, whose membership will endure for a term as determined by the Mayor, aligning with the Mayoral term.

The purpose of the Mayor's Community Advisory Group will be to provide constructive feedback to the Mayor about all council action, inaction, activities, events, and otherwise; to always ensure council acts per community expectations and is not void of valuable input.

For the Motion: Councillors Blackmore, Cai, Reddy, Baladi and Kim

Against the Motion: Councillors Pensabene and Nosworthy

The Questions With Notice relate to the establishment of the Mayoral Community Advisory Group and the purpose of these questions is to confirm whether the group was formed, how it operated and what records were produced, so that Councillor have a clear understanding of its status and any advice provided.

Questions:

1. Following Resolution 300/24 for Mayoral Minute 13/24 - **Mayor's Community Advisory Group**, please provide details of the actions Council staff took to establish the Group. Example please detail the Expression of Interest published for the Mayor's Community Advisory Group.
2. Did Council staff provide the Terms of Reference for the Mayor's Community Advisory Group?
3. Were the Terms of Reference for the Mayor's Community Advisory Group presented as an Agenda item at a Council meeting?
4. Were the Terms of Reference for the Mayor's Community Advisory Group presented at a Councillor Workshop for discussion by Councillors?
5. Was an Expression of Interest process initiated to call for active members of the Strathfield community to join the Mayor's Community Advisory Group?

6. Did Strathfield Council send invitations to active Strathfield community members to join the Mayor's Community Advisory Group?
7. What criteria did Strathfield Council use when selecting active Strathfield community members to send invitations to join to join the Mayor's Community Advisory Group?
8. Who were the active Strathfield community members appointed to the Mayor's Community Advisory Group?
9. On what dates have the Mayor's Community Advisory Group met?
10. What are the topics discussed at each meeting of the Mayor's Community Advisory Group?
11. Where Minutes taken at each meeting of the Mayor's Community Advisory Group?
12. Were conflicts of interest declared at each meeting of the Mayor's Community Advisory Group by members of the Group?
13. Were members of the Mayor's Community Advisory Group asked to provide advice on any planning, development and strategic land use matters?
14. Did the Mayor's Community Advisory Group provide written advice to the Mayor? the General Manager?
15. Did the Mayor's Community Advisory Group provide written advice to the General Manager?
16. Did the Mayor's Community Advisory Group provide written advice to the Director of Planning?
17. Did Council staff attend meetings of the Mayor's Community Advisory Group?
18. Did Council staff record minutes of the meetings of the Mayor's Community Advisory Group?
19. What Council resources were used to assist the Mayor's Community Advisory Group? For example sending letters, organising meetings and presentations, providing information etc.
20. What amount in the Council budget was allocated to the Mayor's Community Advisory Group?
21. Has the Mayor's Community Advisory Group spent any money?
22. Will the Mayor's Community Advisory Group continue under the leadership of Mayor Ben Cai?
23. Have the advice provided by the Mayor's Community Advisory Group been tabled at any Strathfield Council meeting?
24. Is the Mayor's Community Advisory Group still active?

ATTACHMENTS

There are no attachments for this report.