



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

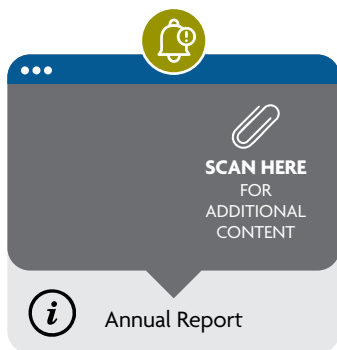
We are committed to ensuring that our Annual Report is accessible and inclusive for all members of our community. We recognise the rich cultural and linguistic diversity that makes Strathfield unique, and we strive to make our information available in ways that are easy to access, understand and share.

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

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(02) 9748 9999 يروف م ر ت م د م د خ ب ي ت ر ت ل

Nepalese

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

Tamil

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



Contents

Part A - Introduction

Mayor's Message	<u>6</u>
General Manager's Message	<u>7</u>
About our Annual Report	<u>8</u>
How to read our Annual Report	<u>9</u>
Our Vision	<u>10</u>
Snapshot of our Local Government Area	<u>11</u>
140 Years of Strathfield	<u>12</u>
Our Community Snapshot	<u>13</u>
Our Councillors	<u>14</u>

Part B – Our Year in Review

Our Performance	<u>19</u>
▸ CSP Outcome: Connectivity	<u>20</u>
▸ CSP Outcome: Community Wellbeing	<u>30</u>
▸ CSP Outcome: Celebrating Culture & Place	<u>35</u>
▸ CSP Outcome: Liveable Neighbourhoods	<u>40</u>
▸ CSP Outcome: Responsible Leadership	<u>45</u>
Our Organisation	<u>49</u>
▸ Our Leadership Team	<u>50</u>

Part C – Financial Performance

Our Community Finance Report	<u>64</u>
Income Statement Highlights	<u>65</u>
Balance Sheet Highlights	<u>66</u>
Key Financial Ratios	<u>67</u>
Our Financial Sustainability	<u>70</u>

Part D – Our Statutory Reporting

Statutory Reporting Index	<u>72</u>
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Appendix

Appendix A: Annual Financial Statements 2024-25	<u>104</u>
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The background image shows a group of children playing on large blue beanbag chairs in an outdoor setting. A boy in a black NASA hoodie is standing, while a girl in a red and white checkered shirt and another boy in a blue shirt are sitting. The scene is festive, with colorful bunting flags hanging in the background. A teal overlay covers the top and bottom right portions of the image, containing the title text.

Part A

Introduction

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-serviced 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

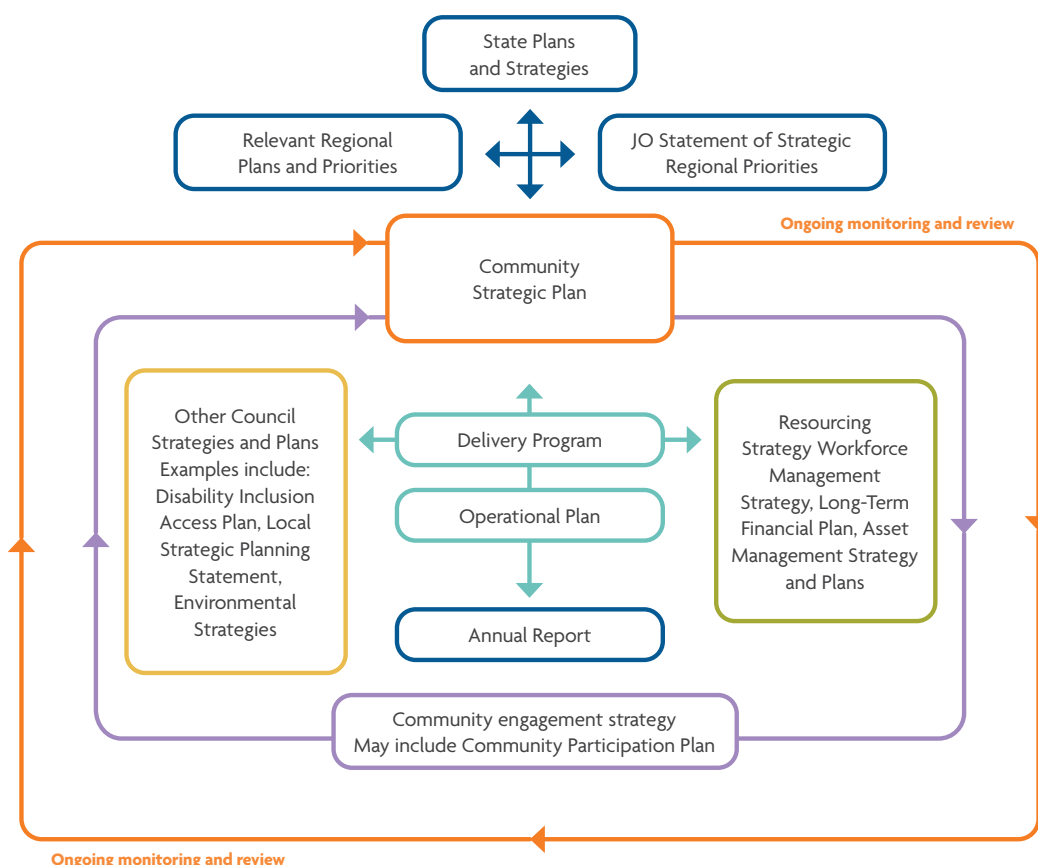


About our Annual Report

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.”

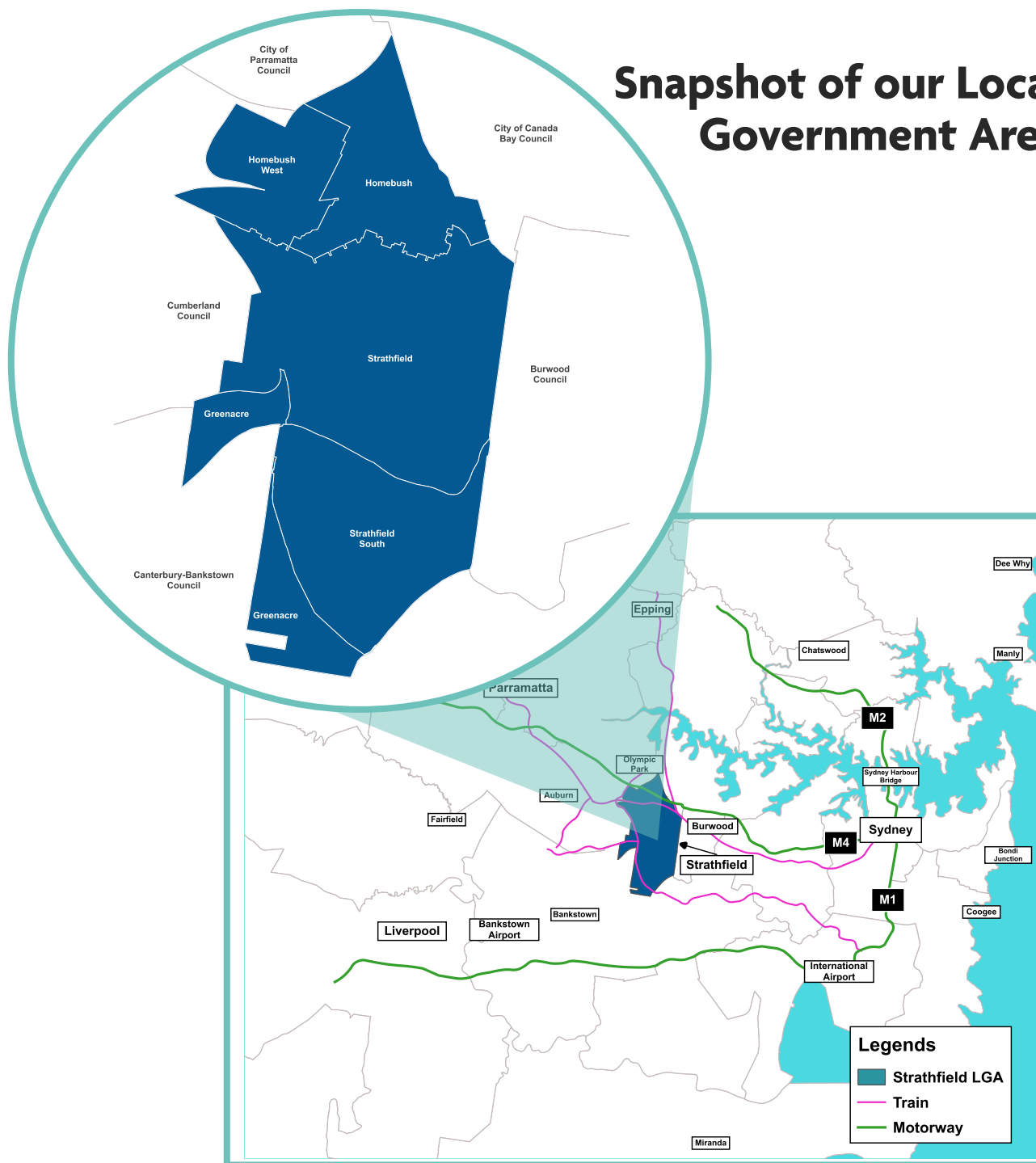
Through the CSP, we focus on six priority areas to bring this vision to life:

	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.

Snapshot of our Local Government Area



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.



SCAN HERE
FOR
ADDITIONAL
CONTENT



140yr Video Reel



Our Community Snapshot 2024/2025

Live



Total Population

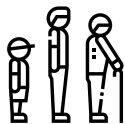
48,674

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.

A photograph of a woman and a young child, both wearing prosthetic arms, smiling and holding hands at what appears to be a festive or cultural event. The woman is wearing a blue long-sleeved shirt and a light-colored skirt. The child is wearing a light blue dress with a white collar. The background is blurred, showing other people and colorful lights. The image is overlaid with a semi-transparent pinkish-red shape containing the text.

Part B

Our year in review



Our Performance

Our Approach

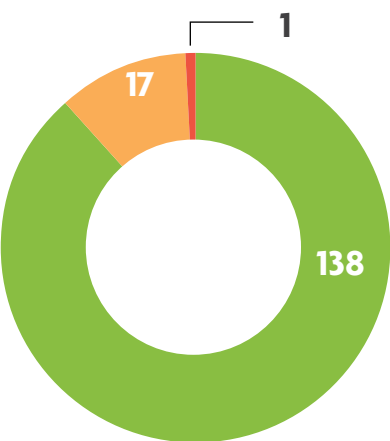
Our performance reporting reflects more than what we deliver, it's about the impact that our work has on our community, economy, environment, and governance. This is guided by the **Quadruple Bottom Line (QBL)** framework, which helps us measure sustainability and wellbeing across four interconnected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

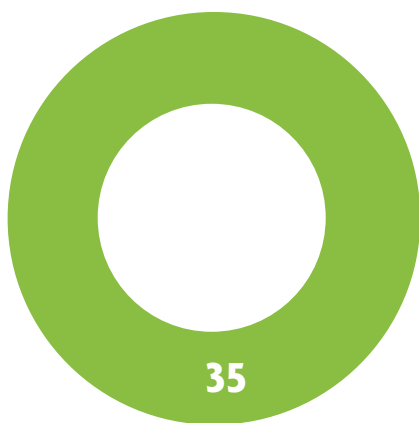
	Completed - Operational Plan action was completed during the year	138
	Ongoing - Operational Plan action was partially completed or substantial progress was made during the year	17
	Incomplete - Operational Plan was not completed or the objective was not achieved during the year	1

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



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 roads, 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 road safety and provide fair access to parking	Review and implement traffic and parking management plans; monitor and enforce parking in high-demand areas; deliver road 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

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.



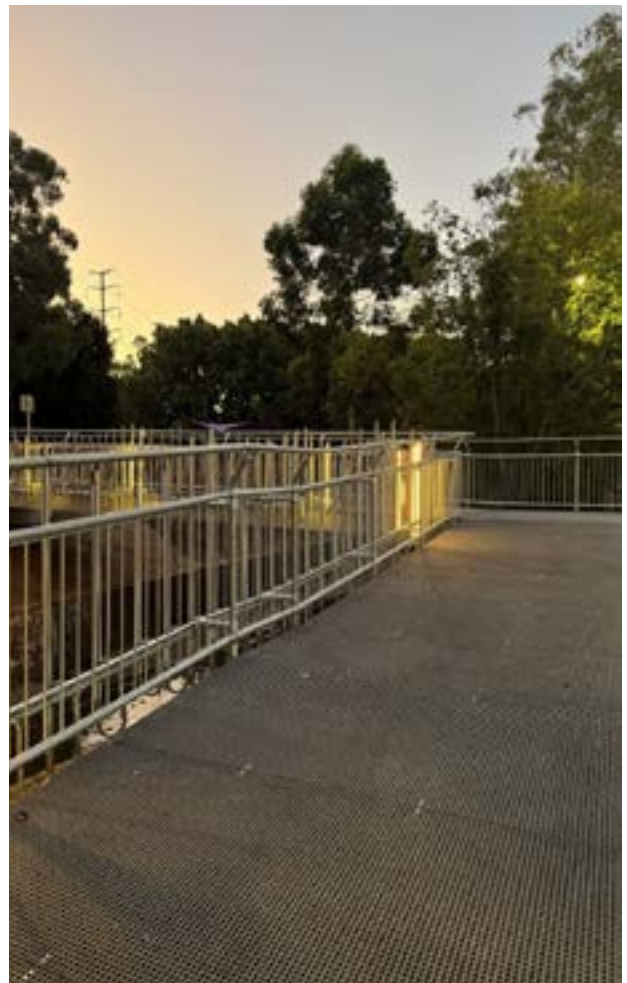
Hudson Park Tunnel Upgrade, including mural artwork



George St Pedestrian Bridge opening on 7 April 2025

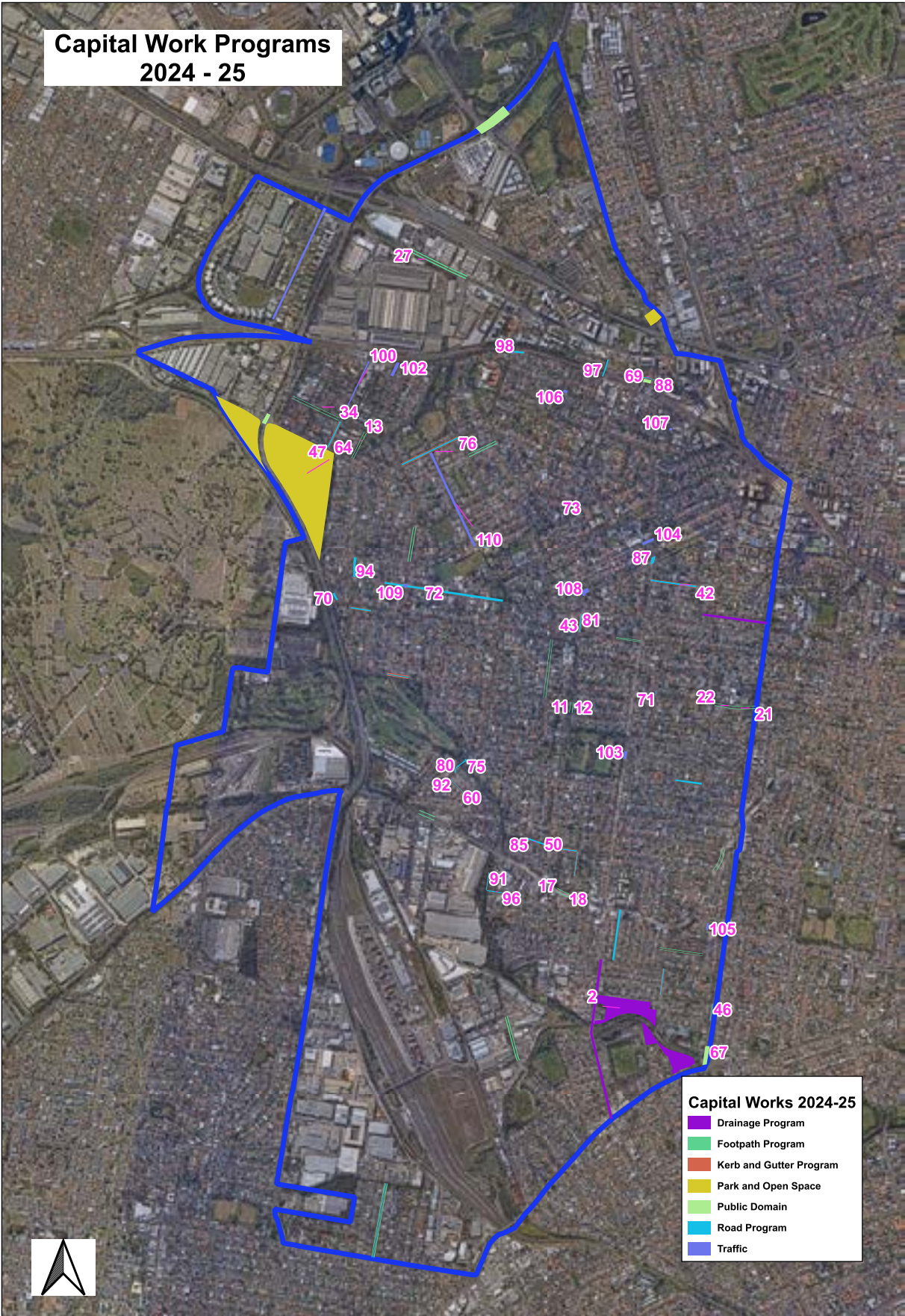
George Street Pedestrian Bridge & Art Lighting

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

Capital Works Program 2024/25



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

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	●

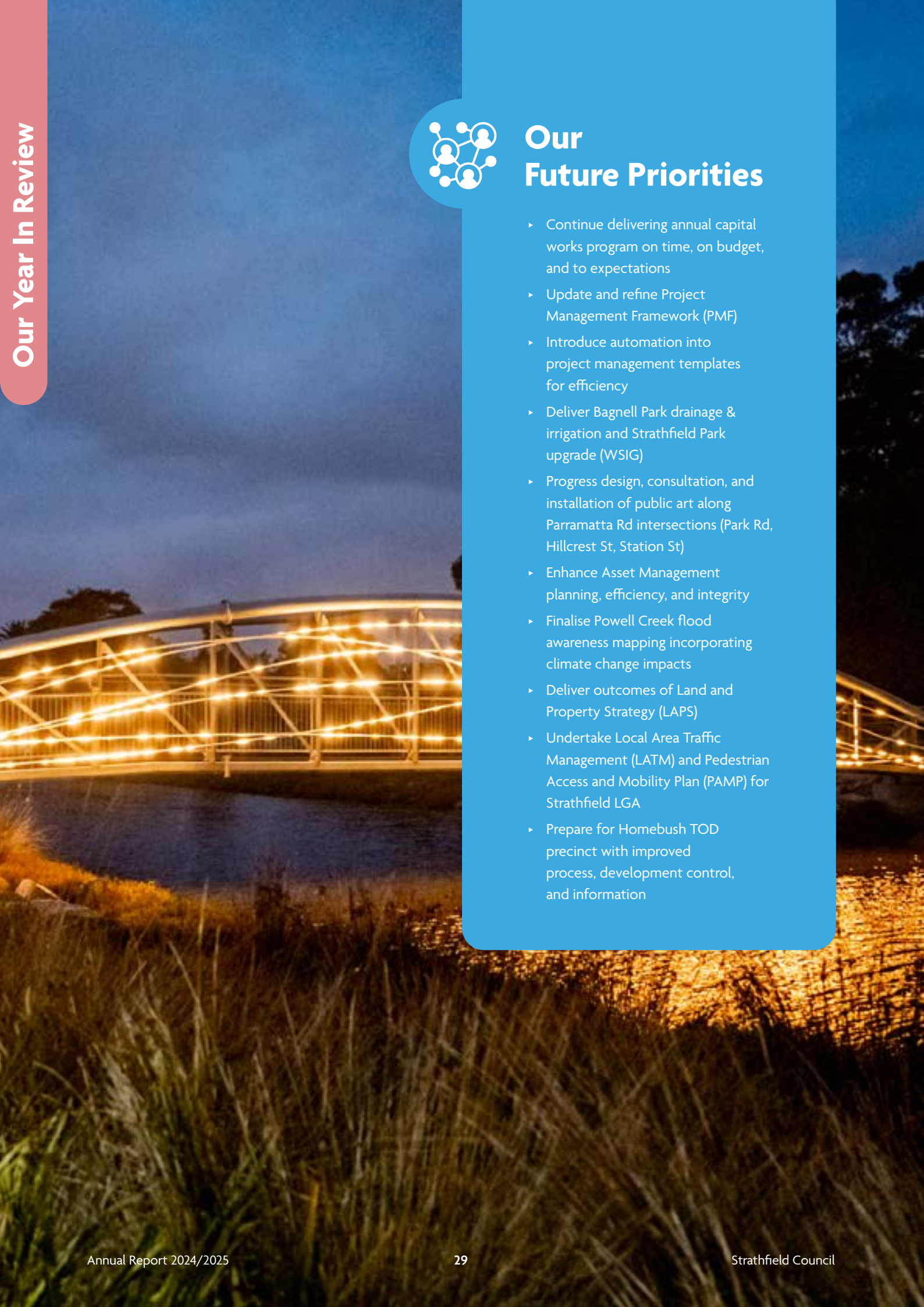
Public Domain

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

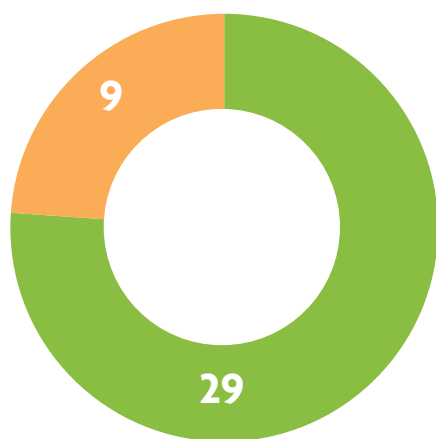
- ▶ Continue delivering annual capital works program on time, on budget, and to expectations
- ▶ Update and refine Project Management Framework (PMF)
- ▶ Introduce automation into project management templates for efficiency
- ▶ Deliver Bagnell Park drainage & irrigation and Strathfield Park upgrade (WSIG)
- ▶ 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



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



Weekly Line Dancing at Town Hall, Strathfield Council

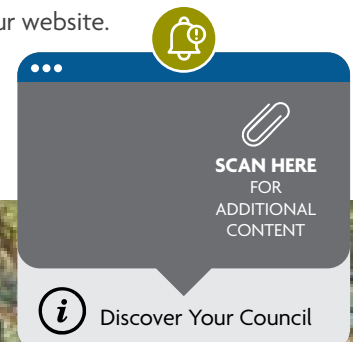
Supporting Seniors

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

'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

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.

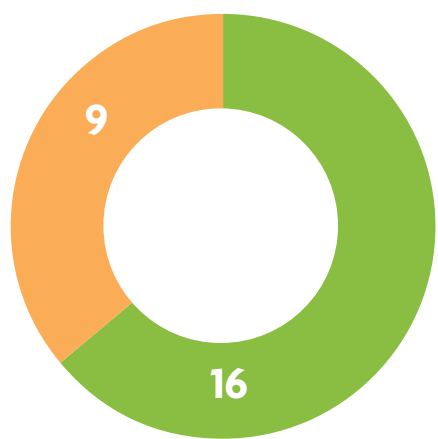
Colour Sensation exhibition, showcasing artwork from students at Chalmers Road School

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



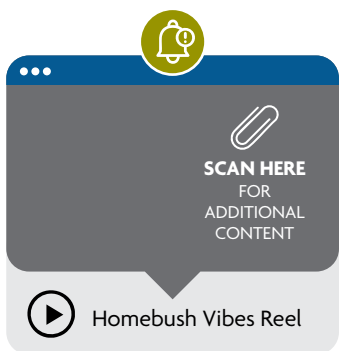
5

Citizenship Ceremonies delivered



331

New Australian citizens celebrated



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	●	  
3.1.2.1 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	● ●	  
3.1.2.2 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

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
- ▶ Develop the Economic Development Strategy
- ▶ Strengthen support for local businesses and celebrate business achievements
- ▶ Deliver programs that activate and promote village and town centres
- ▶ Progress the Village and Centres Strategy – “Energising Our Villages”
- ▶ Strengthen partnerships with business stakeholders to support economic growth and community outcomes

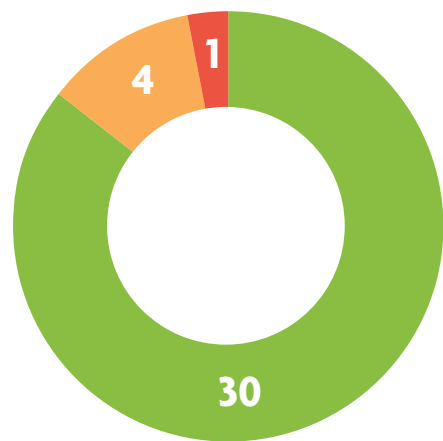
Winter Warmer in the Square

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



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

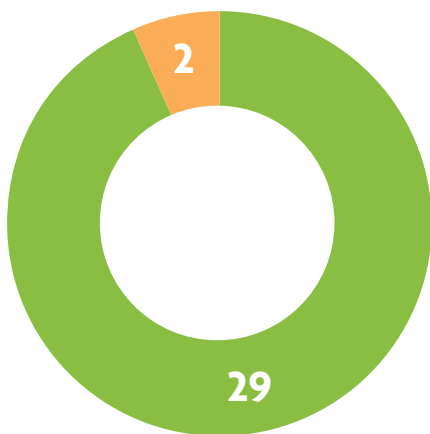
- ▶ Finalise the Additional and Diverse Planning Proposal
- ▶ Finalise the review of the comprehensive Strathfield Development Control Plan
- ▶ Deliver a new, increased levy infrastructure contributions framework for the Homebush TOD Precinct and rest of the Local Government Area
- ▶ Continue to lobby 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
6,780 Waste bookings
6,176 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

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

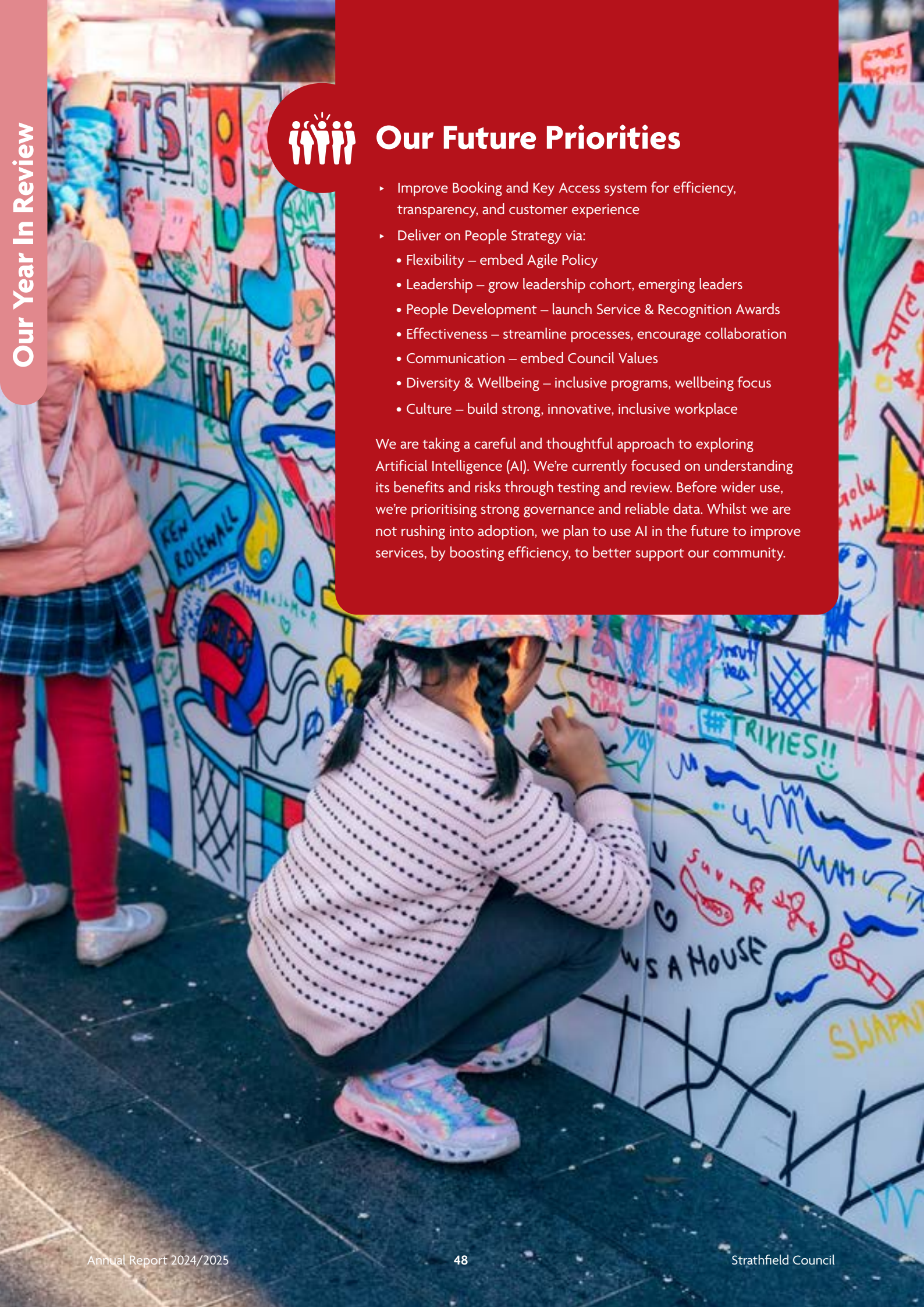
Following the positive staff feedback in the survey, we received two awards from Xref Engage.

- 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.

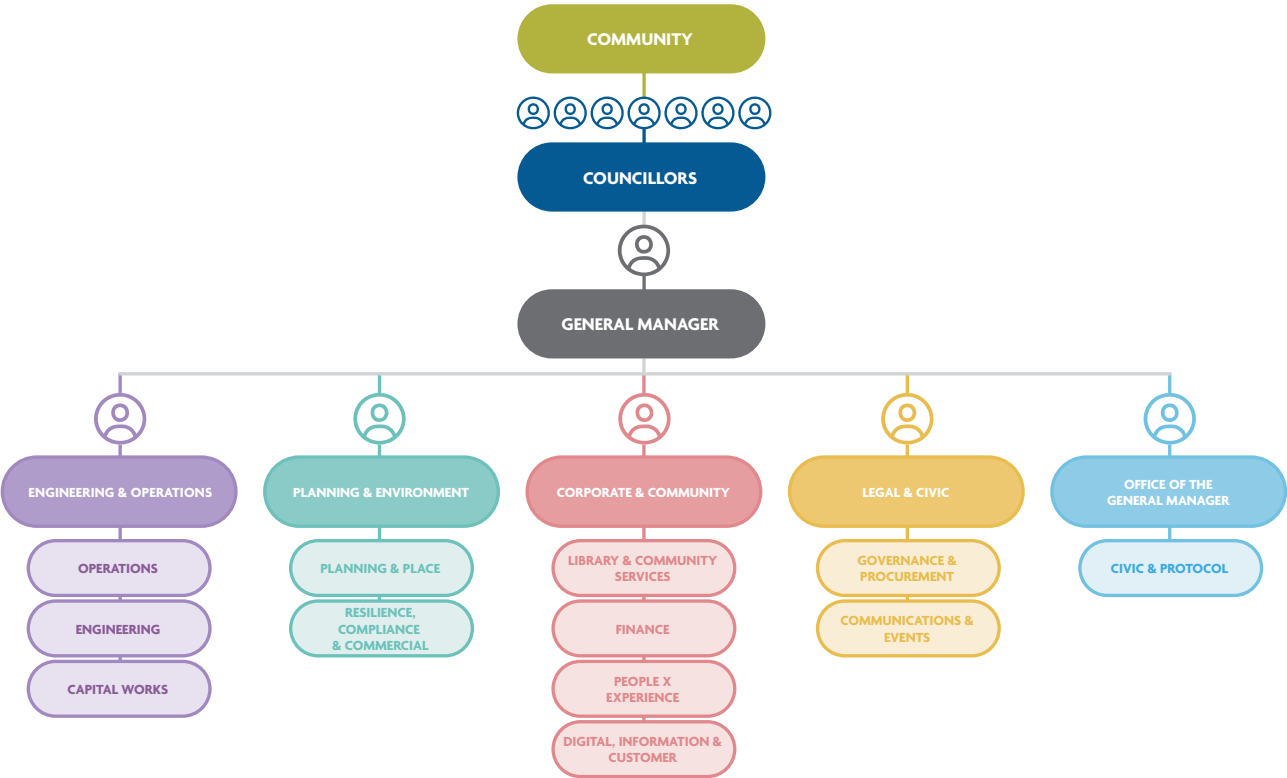
Through thoughtful workforce planning, we make sure the right people are in the right roles to meet both current and future needs. Our work is guided by our People Strategy and Workforce Management Plan, reflecting our focus on supporting and developing our team.

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





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.



**SCAN HERE
FOR
ADDITIONAL
CONTENT**

Workforce Planning Strategy



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.

OUR CULTURE

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



EFFECTIVENESS

Work to streamline processes that foster teamwork, innovation and enhance productivity.



COMMUNICATION

Committed to fostering a culture that thrives on collaboration, respect and information sharing.



DIVERSITY

Providing meaningful occasions that focus on inclusivity, mental health and wellbeing.

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

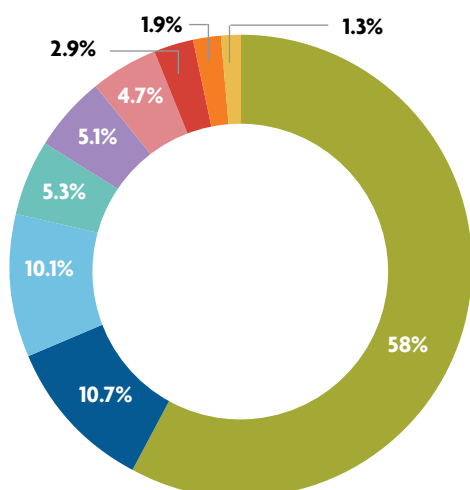
Recruitment

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.

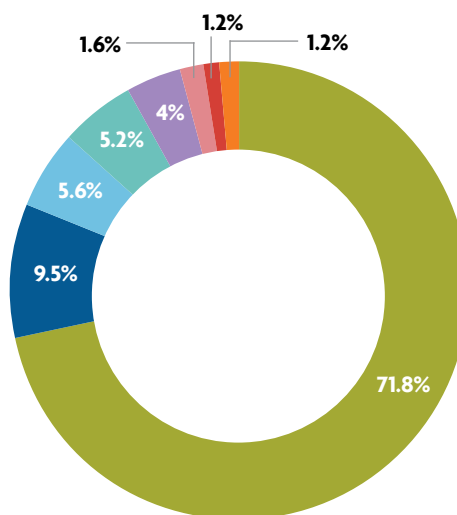


Applicant source	Applications	Percentage
Seek	1504	58%
Council Website	278	10.7%
Indeed	261	10.1%
LinkedIn	138	5.3%
Other	131	5.1%
Council Jobs	123	4.7%
Google	75	2.9%
Word of Mouth	50	1.9%
Referral	33	1.3%

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

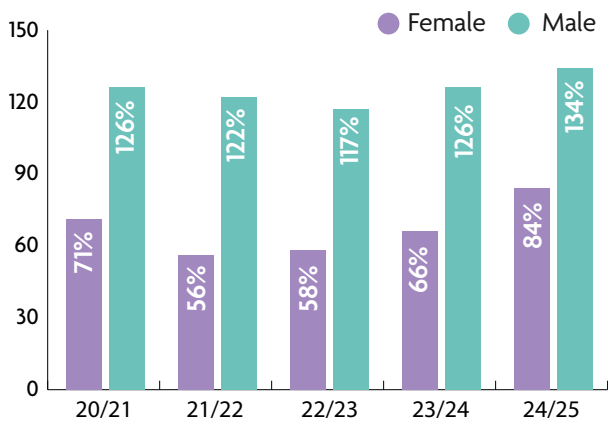
Over the 12-month period from July 2024 to June 2025, the organisation experienced a total of 60 staff turnovers. This turnover was influenced by several operational changes, including an organisational restructure, cessation of the bus service and the transition of casual staff to full-time roles, which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

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

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

Turnover all staff (%)



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.

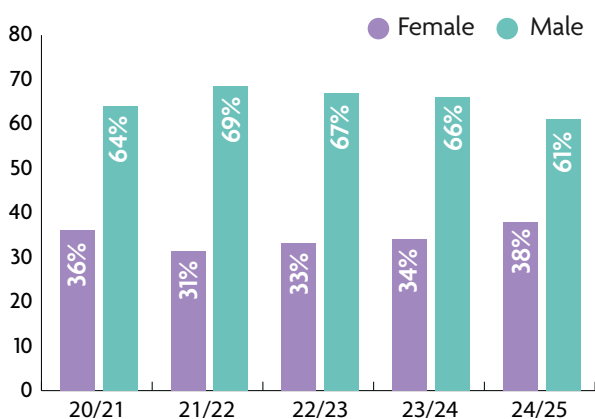
We are dedicated to upholding Equal Employment Opportunity (EEO) principles by fostering:

- ▶ 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

	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Staff Profile					
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%

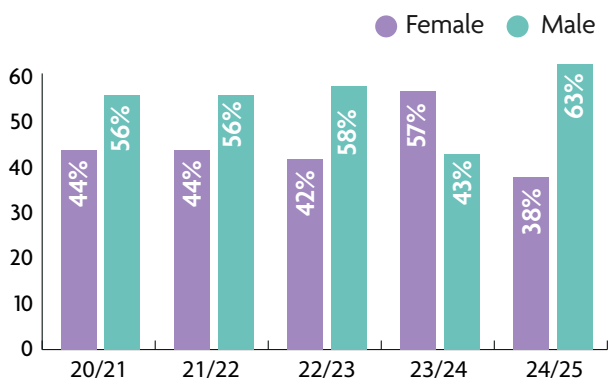
Demographics (%)



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

	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Staff Profile					
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.

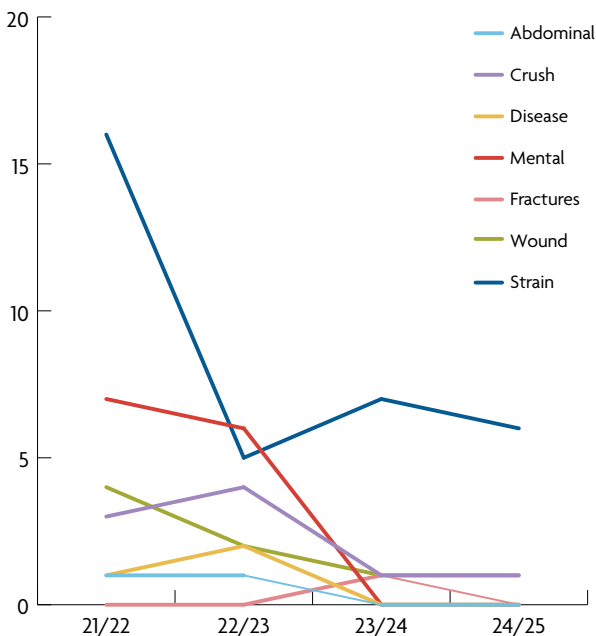
Number of incidents

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

	2024/2025	2023/2024	2022/2023	2021/2022
Time Lost Injuries				
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

	2024/2025	2023/2024	2022/2023	2021/2022
Time Lost Injuries				
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

Financial Performance



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 annual 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

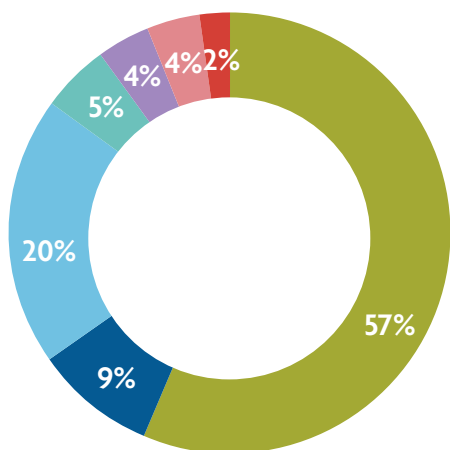
Throughout the year, we navigated a range of external pressures, including inflationary impacts and legislative changes affecting employee and operational costs. Despite these challenges, we remained focused on sound financial management while continuing to deliver the high-quality services and infrastructure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

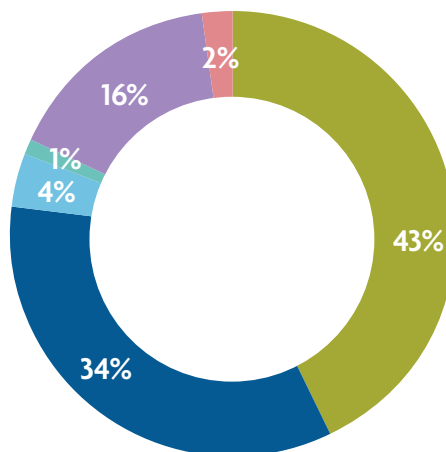


● Rates & Annual Charges	\$41.90m
● User Charges & Fees	\$6.57m
● Capital Grants & Contributions	\$14.51m
● Other Revenues	\$3.5m
● Operating Grants & Contributions	\$14.5m
● Interest & Investment Income	\$3.01m
● Other Income	\$1.25m

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.



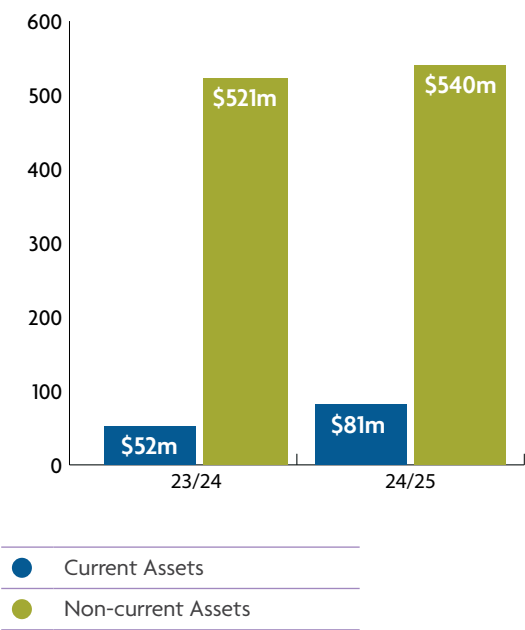
● Employee Costs	\$30.09m
● Materials & Services	\$24.09m
● Net Loss on Disposal of Assets	\$2.94m
● Borrowing Costs	\$5.04m
● Depreciation	\$10.9m
● Other Expenses	\$1.35m

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.

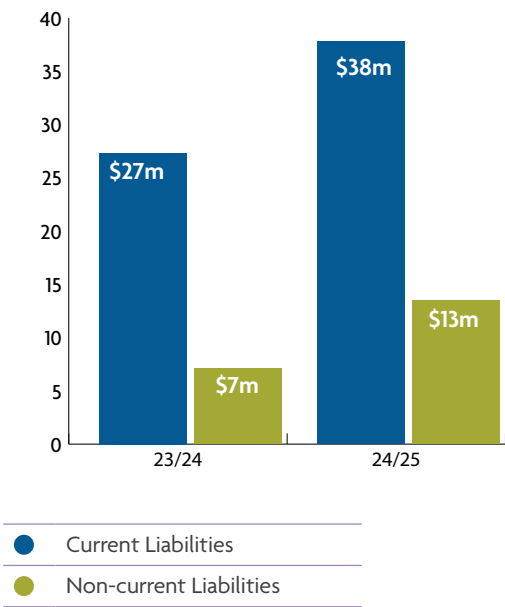


Liabilities & Net Assets

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.

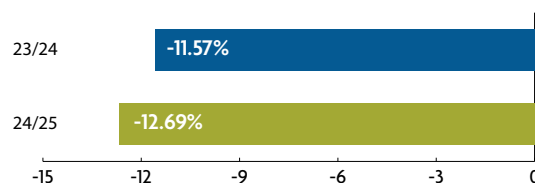
The following ratios provide insight into:

- ▶ 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



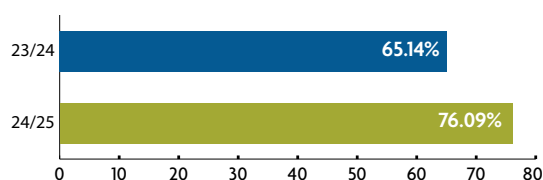
Purpose: This ratio measures whether our day-to-day operating income (excluding capital grants and contributions) is sufficient to cover operating expenses, including depreciation, amortisation, and impairment.

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



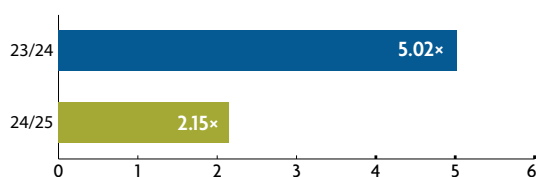
Purpose: This ratio measures how much of our revenue is generated from our own sources such as rates, annual charges, and user fees rather than from external grants and contributions.

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



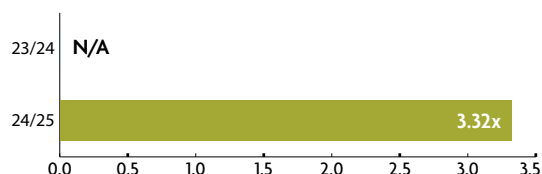
Purpose: This liquidity measure compares unrestricted current assets (those not externally restricted) to unrestricted current liabilities.

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



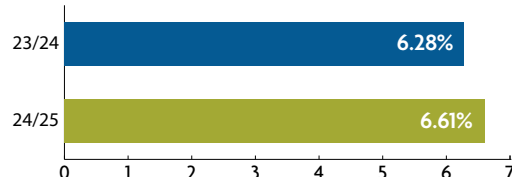
Purpose: This ratio assesses the availability of operating cash to service debt obligations, including interest, principal repayments, and lease payments.

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



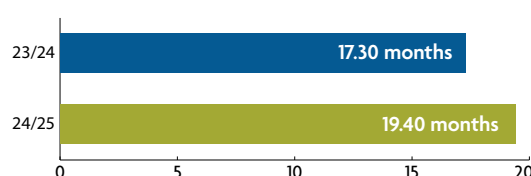
Purpose: The proportion of rates and annual charges levied that remain outstanding at year end.

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.

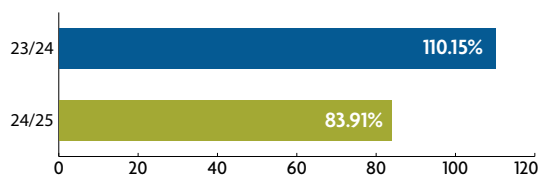
The following ratios allow us to provide an insight into:

- ▶ 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	
			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%

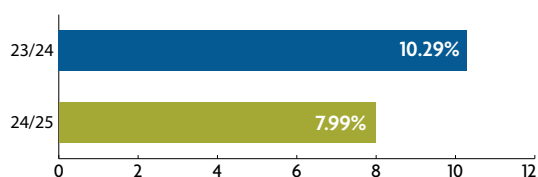
1. Buildings and Infrastructure Renewals Ratio



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.

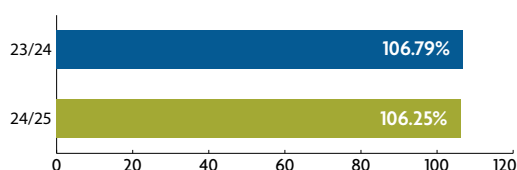
2. Infrastructure Backlog Ratio



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.

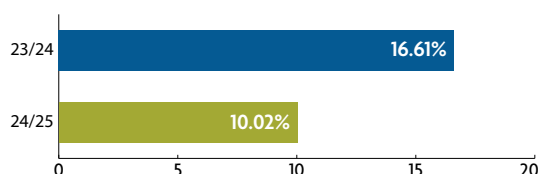
3. Asset Maintenance Ratio



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:

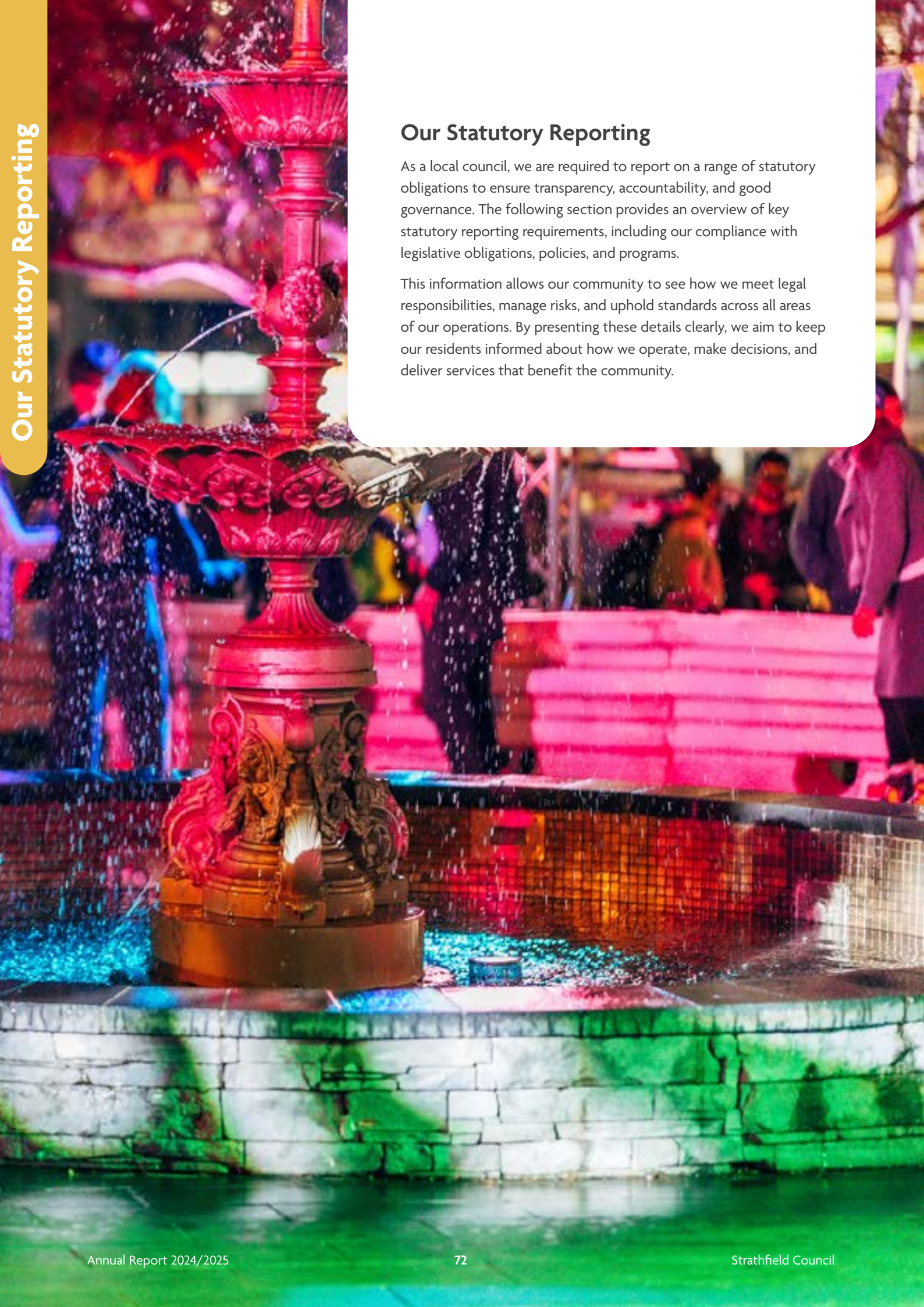
- ▶ Maintain and enhance community assets such as parks, roads, and public facilities
- ▶ Deliver essential services efficiently while remaining responsive to community expectations
- ▶ Provide clear, accessible, and transparent financial information to keep our community informed.

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

The background image shows a group of people, including some in high-visibility vests, standing in a tunnel. The walls of the tunnel are covered in large, colorful graffiti in shades of blue, orange, and red. The scene is dimly lit, with light coming from the tunnel's opening in the distance. The entire image is overlaid with a semi-transparent yellow filter.

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 - Annual 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(1)(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(1)(a9)	Our Statutory Reporting, page 135
General Manager & Senior Staff remuneration	Local Government (General) Regulation 2021 (NSW), regulation 217(1)(b) & (c)	Our Statutory Reporting, page 136
Workforce profile (as at 4 December 2024)	Local Government (General) Regulation 2021 (NSW), regulation 217(1)(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(1)(e)	Our Statutory Reporting, page 146
Coastal protection services (if applicable)	Local Government (General) Regulation 2021 (NSW), regulation 217(1)(e1)	N/A
Companion Animals Act reporting	Local Government (General) Regulation 2021, clause 217(1)(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)(iii)	\$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) (a1) (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 pounded 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 120-260	\$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 Containmentment

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

Annual 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

Contents	Page
Statement by Councillors and Management	3
Primary Financial Statements:	
Income Statement	4
Statement of Comprehensive Income	5
Statement of Financial Position	6
Statement of Changes in Equity	7
Statement of Cash Flows	8
Notes to the Financial Statements	9
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	59
On the Financial Statements (Sect 417 [3])	60

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

<i>Original unaudited budget</i> 2025	\$ '000		Notes	Actual 2025	Actual 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
50,418		Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		58,964	48,610
13,999		Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		14,944	25,389
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
(5,990)		Net operating result for the year before grants and contributions provided for capital purposes		(10,473)	(7,525)

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

\$ '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

\$ '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

		2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
\$ '000	Notes						
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

<i>Original unaudited budget</i> 2025	\$ '000	Notes	Actual 2025	Actual 2024
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

Contents for the notes to the Financial Statements for the year ended 30 June 2025

A About Council and these financial statements	11
A1-1 Basis of preparation	11
B Financial Performance	13
B1 Functions or activities	13
B1-1 Functions or activities – income, expenses and assets	13
B1-2 Components of functions or activities	14
B2 Sources of income	15
B2-1 Rates and annual charges	15
B2-2 User charges and fees	16
B2-3 Other revenue	17
B2-4 Grants and contributions	18
B2-5 Interest and investment income	21
B2-6 Other income	21
B3 Costs of providing services	22
B3-1 Employee benefits and on-costs	22
B3-2 Materials and services	23
B3-3 Borrowing costs	23
B3-4 Depreciation, amortisation and impairment of non-financial assets	24
B3-5 Other expenses	25
B4 Gains or losses	26
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	26
B5 Performance against budget	27
B5-1 Material budget variations	27
C Financial position	29
C1 Assets we manage	29
C1-1 Cash and cash equivalents	29
C1-2 Financial investments	29
C1-3 Restricted and allocated cash, cash equivalents and investments	31
C1-4 Receivables	32
C1-5 Inventories	33
C1-6 Infrastructure, property, plant and equipment	34
C1-7 Intangible assets	37
C2 Leasing activities	38
C2-1 Council as a lessee	38
C2-2 Council as a lessor	38
C3 Liabilities of Council	39
C3-1 Payables	39
C3-2 Contract Liabilities	40
C3-3 Borrowings	40
C3-4 Employee benefit provisions	42
C4 Reserves	42
C4-1 Nature and purpose of reserves	42

Strathfield Municipal Council

Contents for the notes to the Financial Statements for the year ended 30 June 2025

D Risks and accounting uncertainties	43
D1-1 Risks relating to financial instruments held	43
D2-1 Fair value measurement	46
D3-1 Contingencies	49
E People and relationships	52
E1 Related party disclosures	52
E1-1 Key management personnel (KMP)	52
E1-2 Councillor and Mayoral fees and associated expenses	52
E2 Other relationships	53
E2-1 Audit fees	53
F Other matters	54
F1-1 Statement of Cash Flows information	54
F2-1 Commitments	54
F3-1 Events occurring after the reporting date	54
F4 Statement of developer contributions	55
F4-1 Summary of developer contributions	55
F4-2 Developer contributions by plan	56
F4-3 Contributions not under plans	56
F4-4 S7.4 planning agreements	56
G1 Statement of performance measures	58
G1-1 Statement of performance measures – consolidated results	58

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.

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.

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.

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	F4				
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.

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.

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
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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.

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	Depreciatio n expense	WIP transfers	WIP expensed	Transfers to intangible assets	Revaluatio n 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).

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.

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
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
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	2025	2024	2024
	Current	Non-current	Current	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	0 - 30 days	Overdue debts			Total
			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	≤ 1 Year	payable in: 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

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.

F4-2 Developer contributions by plan

\$ '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					
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 20242023		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 months	17.30 months	12.77 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	4,086				

(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.

A handwritten signature in black ink, appearing to read 'K Taylor', with a stylized, cursive script.

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

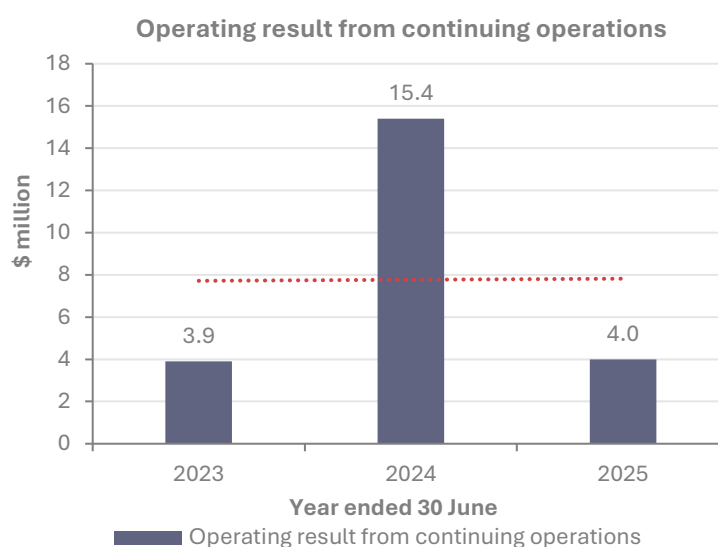
	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	41.9	36.9	13.6
Grants and contributions provided for operating purposes revenue	3.2	2.9	10.3
Grants and contributions provided for capital purposes revenue	14.5	22.9	36.7
Operating result from continuing operations	4.0	15.4	74.0
Net operating 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.



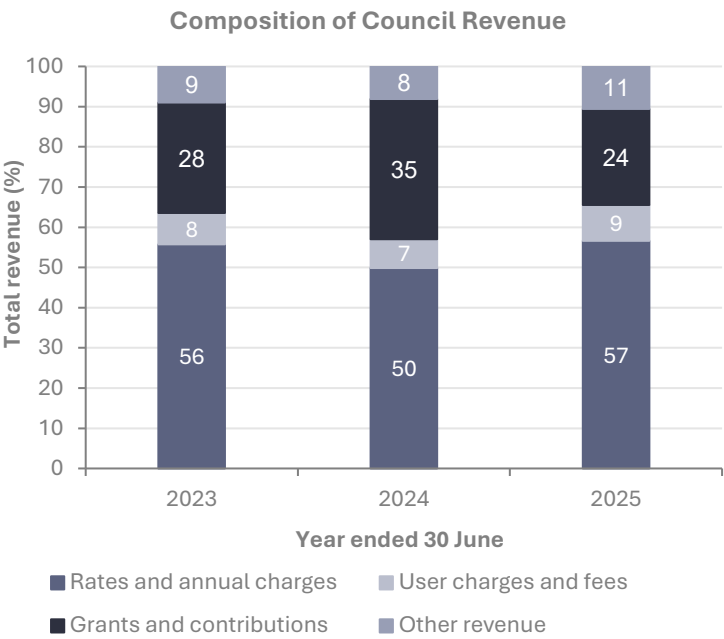
The net operating result for the year before grants and contributions provided for capital purposes was a loss of \$10.5 million. Refer to ‘Grants and contributions revenue’ below for details.

Income

Council revenue

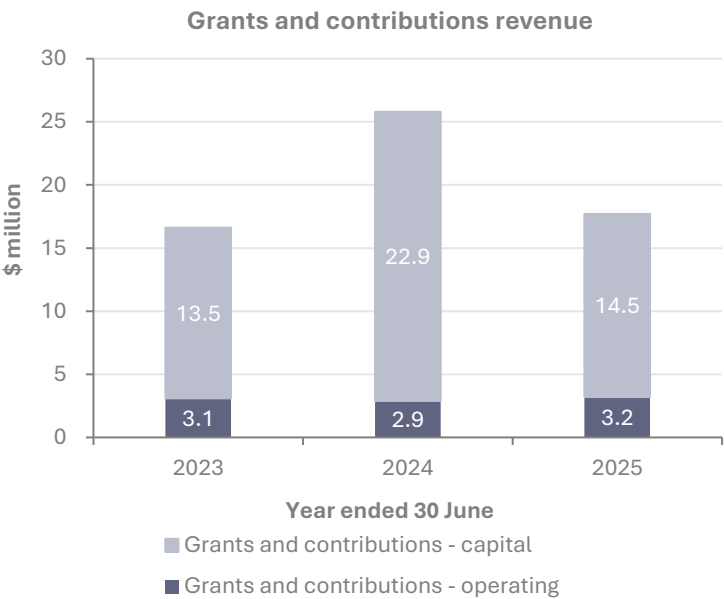
This graph shows the composition of Council’s revenue recognised for the current and prior two financial years. Council revenue (\$73.9 million) remained steady in 2024–25 due to:

- 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

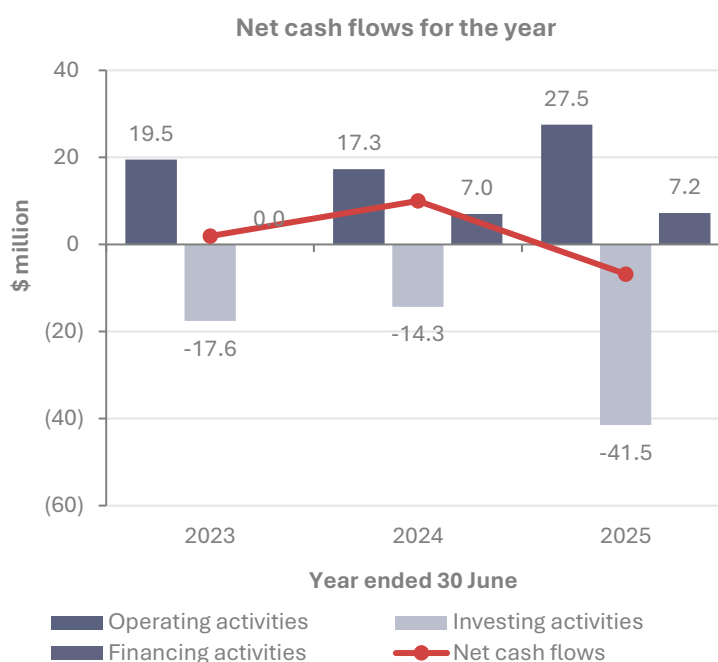
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating 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.

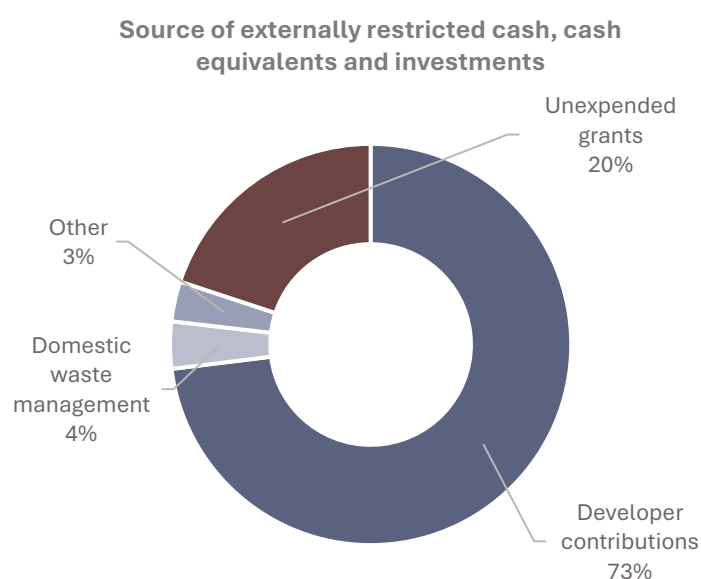
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

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		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.
Restricted and allocated cash, cash equivalents and investments:				Internal allocations are determined by council policies or decisions, which are subject to change.
• External restrictions	58.9	38.4	74.4	
• 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.

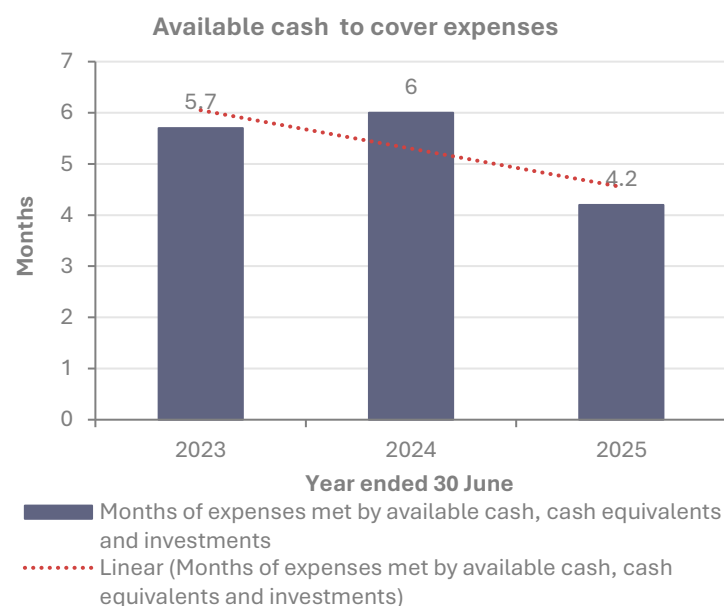


Council liquidity

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.

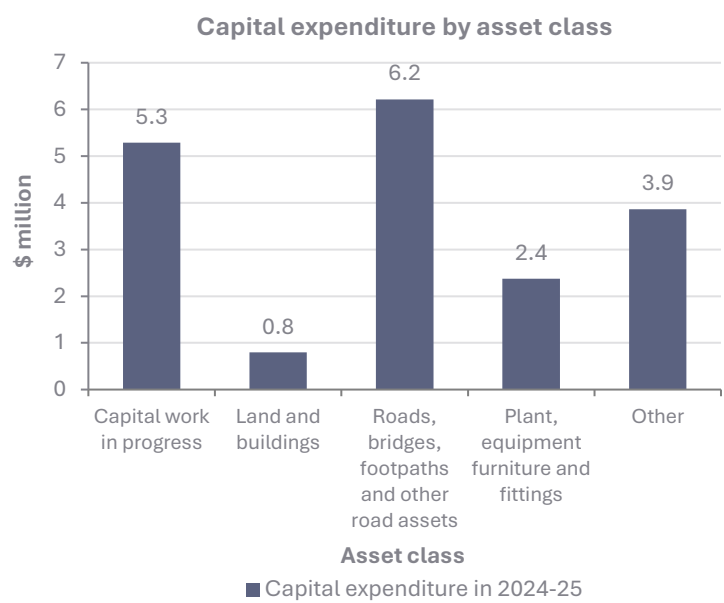
Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.



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

Contents	Page
Statement by Councillors and Management	3
Special Purpose Financial Statements:	
Income Statement of the Hudson Park Driving Range	4
Statement of Financial Position of the Hudson Park Driving Range	5
Note – Material accounting policy information	6
Auditor's Report on Special Purpose Financial Statements	8

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

Special Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- the NSW Government Policy Statement, '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines, '*Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*',
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- 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.



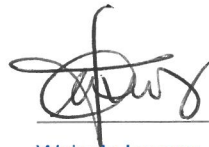
Benjamin Cai
Mayor
28 October 2025



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

\$ '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

\$ '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.

A handwritten signature in black ink, appearing to read 'K Taylor', written in a cursive style.

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

Contents	Page
Special Schedules:	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2025	4

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.

A handwritten signature in black ink, appearing to read 'K Taylor', written in a cursive style.

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

Asset Class	Asset Category	Estimated cost		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				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5
		\$ '000	\$ '000									
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

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



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StrathfieldCouncil



StrathfieldMC



StrathfieldCouncil
StrathfieldEvents



StrathfieldTV