

## **ATTACHMENTS EXCLUDED FROM AGENDA**

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### **Council Meeting**

**Monday, 22 April 2024**

**7:00 PM**

**Dragon Room**

**Civic Centre**

**Hurstville**



**COUNCIL MEETING****ATTACHMENTS EXCLUDED FROM AGENDA****CCL025-24      Draft 2024/25 Operational Plan, 2022 - 2026 Delivery Program and Updated Resourcing Strategy**

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# DELIVERY PROGRAM 2022 - 2026

## OPERATIONAL PLAN 2024 - 2025



## ADMINISTRATION

<b>Approved by</b>	Council Meeting **/**/2024 Council Resolution CCL ***-24
<b>Exhibition Period</b>	Public Exhibition -
<b>Document Identifier</b>	D24/

## VERSION CONTROL AND CHANGE HISTORY

Version	Amendment Details	Document Owner	Period Active
1.0	2022-2026 Delivery Program & Operational Plan 2022/23	Integrated Planning and Reporting Officer	July 2022 – June 2023
2.0	2022-2026 Delivery Program & Operational Plan 2023/24	Integrated Planning and Reporting Officer	July 2023 – June 2024
3.0	2022-2026 Delivery Program & Operational Plan 2024/25	Integrated Planning and Reporting Officer	July 2024 – June 2025

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## Our vision, mission and values

### Our Vision

Naturally connected to place, community and Country.

### Our Mission

A leading, people-focused organisation delivery outstanding results for our community and city.

### Our Values

- United – We will work collaboratively as one team with common purpose and respect.
- Professional – We will act with integrity and seek opportunities to learn and grow.
- Honest – We will be open and truthful with each other and our community.
- Accountable – We will own our decisions and actions as we strive for excellence.

### Statement of acknowledgement of the Bidjigal People

Georges River Council acknowledges that the Bidjigal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander people as integral to the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging.

Georges River Council is committed to showing respect for Aboriginal people as Australia's First Peoples. Council has adopted the practice of acknowledging the Traditional custodians of Country at events, ceremonies, meetings and functions.

## Message from the Mayor

**I am pleased to present Georges River Council's Delivery Program 2022-2026 and Operational Plan 2024/25 and Budget for the 2024/25 financial year. This document sets out the goals, strategies and actions for the year to come.**

Georges River Council prioritises connection; our vision is making the Georges River area a more vibrant and sustainable community where residents can live, work, and thrive.

We are Sydney's Connected Community, and Council is on track to create a brighter future through strategic planning, community consultation, strong leadership and accountability.

We recognise the need to provide more quality spaces that are dedicated to performance and art, as well as activating our streets and places to showcase and celebrate who we are as a community.

Our community also voices the importance of access to green space and being connected to nature. As a result, we are dedicated to enhancing our natural environment through promoting and protecting our biodiversity alongside sustainable development.

We are looking to increase our tree canopy coverage to 40 percent by 2038 to lower urban temperatures, which will enable a better quality of life for our residents, visitors and biodiversity.

Kogarah is growing into a thriving strategic centre that is home to public and private hospitals, schools and education facilities with a library, university and TAFE presence. The suburb has active transport routes that connect Kogarah Bay and a premium multipurpose stadium. Kogarah is positioned as a future transport hub to connect Georges River to Greater Sydney and beyond.

We will continue to advocate for future transport connections, shared vehicle use, better public transport infrastructure and services for our local communities and businesses. Together, we can lead a shift within the community to explore the possibilities of transport for the future.

Council is working towards its 2050 Vision that will see the Georges River area more accessible, green, diverse and an innovative place for community and the local economy.



Councillor Sam Elmir  
Mayor

## Message from the General Manager

**I am proud to present the Georges River Council's Delivery Program 2022-2026 and Operational Plan 2024/25. This document has been created to support our Community Strategic Plan (CSP), which identifies the community's main priorities and aspirations over the next ten years.**

The Georges River area is a beautiful place to live, learn, work and play in Greater Sydney. It is a green place where people and biodiversity thrives.

Its rail connections and proximity to the airport and the Sydney CBD enables us to deliver a 30-minute city, where people have access to local jobs and services.

The community sees protecting and enhancing the natural environment, building resilience towards climate change and improving the quality and quantity of open space as priorities. This goal is being achieved through environmentally sustainable practices, maintaining healthy and accessible waterways, actioning plans for more greening, canopy cover, as well as bushland and biodiversity preservation. Upgraded open space, parks, safe cycling and walkability options are also valuable assets for our community.

Ensuring service continuity remains a primary objective for the Council in 2024/25, we are dedicated to ensuring that all public parks and open spaces are easily accessible, impeccably maintained and effectively managed.

The 2024/25 Budget will be the third year Council is forecast to achieve a budget surplus, at \$2.1 million, which ensures we are managing our finances in a sustainable way, over the long-term, while actively meeting our legislative obligations.

Our revised 2024/25 Capital Program has been developed by established clear priorities. All projects align to the Resourcing Strategy and Long-Term Financial Plan, have eligible funding sources and adhere to strategic asset management principles and practices. They also link to a Plan of Management, Master Plan, Council Strategy/Plan and/or Stakeholder Plan and support Council's adopted Environmental Resilience Action Plan 2022-2040.

Funding for the 2024/25 program is based on a mix of grant funding, developer contributions and external reserves, with use of general revenue focused on roads and critical safety program items and capitalised salaries.

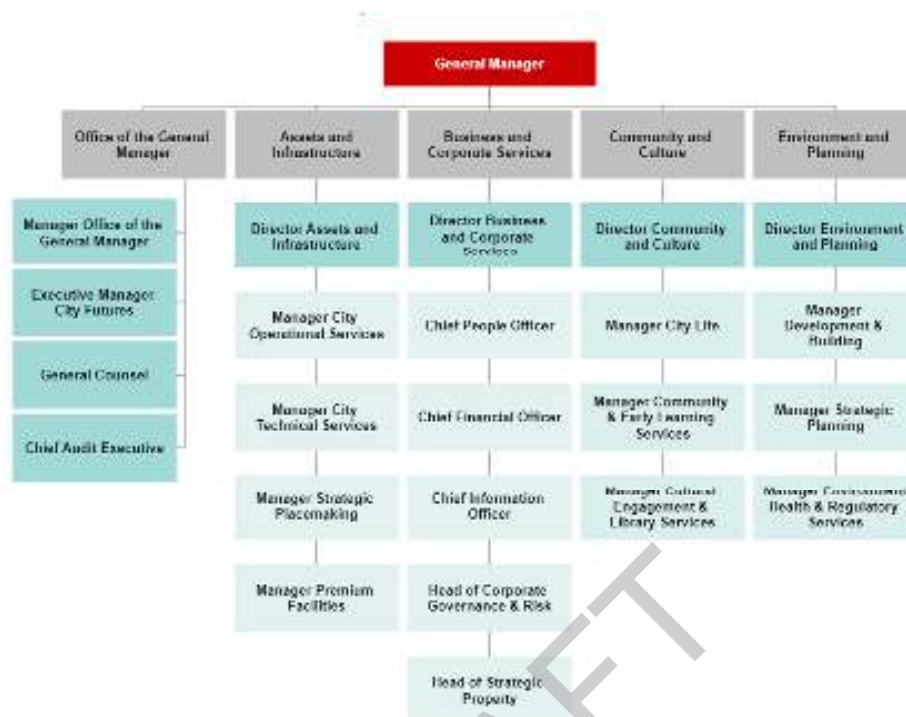
Council continues to adhere to its financial strategy and maintains a robust position to provide essential services for our community.



David Tuxford  
General Manager



## Our organisation



## Key functions and responsibilities

### Community and Culture

City Life, Cultural Engagement, Library Services, Museum and Gallery, Community and Early Learning Centres

### Business and Corporate Services

People and Culture, Information Management and Technology, Financial Management, Governance and Risk and Strategic Property

### Environment and Planning

Development and Building, Strategic Planning, Environmental Health and Regulatory Services

### Assets and Infrastructure

City Operations, Premium Facilities, Strategic Placemaking, City Technical Services

### Office of the General Manager

Executive Services, Integrated Planning and Reporting, Internal Audit, City Futures and Legal Services

## Your Councillors



### Blakehurst Ward

Mayor Councillor Sam Elmir <a href="mailto:selmir@georgesriver.nsw.gov.au">selmir@georgesriver.nsw.gov.au</a> M: 0478 883 331	Councillor Natalie Mort <a href="mailto:nmort@georgesriver.nsw.gov.au">nmort@georgesriver.nsw.gov.au</a> M: 0499 522 200	Councillor Kathryn Landsberry <a href="mailto:klandsberry@georgesriver.nsw.gov.au">klandsberry@georgesriver.nsw.gov.au</a> M: 0419 984 934
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### Hurstville Ward

Councillor Colleen Symington <a href="mailto:csymington@georgesriver.nsw.gov.au">csymington@georgesriver.nsw.gov.au</a> M: 0409 546 202	Councillor Nancy Liu <a href="mailto:nliu@georgesriver.nsw.gov.au">nliu@georgesriver.nsw.gov.au</a> M: 0400 681 188	Councillor Benjamin Wang <a href="mailto:bwang@georgesriver.nsw.gov.au">bwang@georgesriver.nsw.gov.au</a> M: 0499 366 888
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### Kogarah Bay Ward

Councillor Nick Katris <a href="mailto:nkatris@georgesriver.nsw.gov.au">nkatris@georgesriver.nsw.gov.au</a> M: 0419 402 191	Deputy Mayor, Councillor Elise Borg <a href="mailto:eborg@georgesriver.nsw.gov.au">eborg@georgesriver.nsw.gov.au</a> M: 0477 222 089	Councillor Sam Stratikopoulos <a href="mailto:sstratikopoulos@georgesriver.nsw.gov.au">sstratikopoulos@georgesriver.nsw.gov.au</a> M: 0438 750 355
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### Mortdale Ward

Councillor Nick Smerdely <a href="mailto:nsmerdely@georgesriver.nsw.gov.au">nsmerdely@georgesriver.nsw.gov.au</a> M: 0431 646 321	Councillor Ashvini Ambhaipahar <a href="mailto:aambhaipahar@georgesriver.nsw.gov.au">aambhaipahar@georgesriver.nsw.gov.au</a> M: 0434 494 231	Councillor Christina Jamieson <a href="mailto:cjamieson@georgesriver.nsw.gov.au">cjamieson@georgesriver.nsw.gov.au</a> M: 0431 833 609
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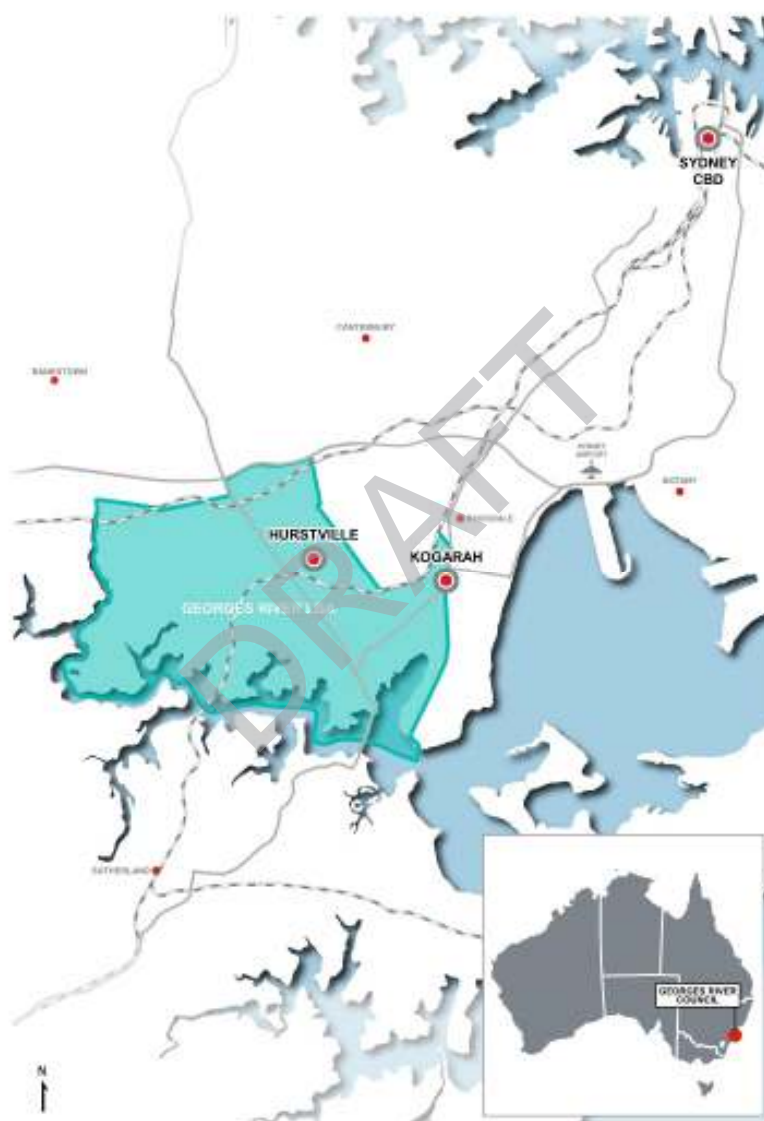
### Peakhurst Ward

Veronica Ficarra <a href="mailto:vficarra@georgesriver.nsw.gov.au">vficarra@georgesriver.nsw.gov.au</a> M: 0403 557 562	Councillor Lou Konjarski <a href="mailto:lkonjarski@georgesriver.nsw.gov.au">lkonjarski@georgesriver.nsw.gov.au</a> M: 0421 188 896	Councillor Peter Mahoney <a href="mailto:pmahoney@georgesriver.nsw.gov.au">pmahoney@georgesriver.nsw.gov.au</a> M: 0419 374 727
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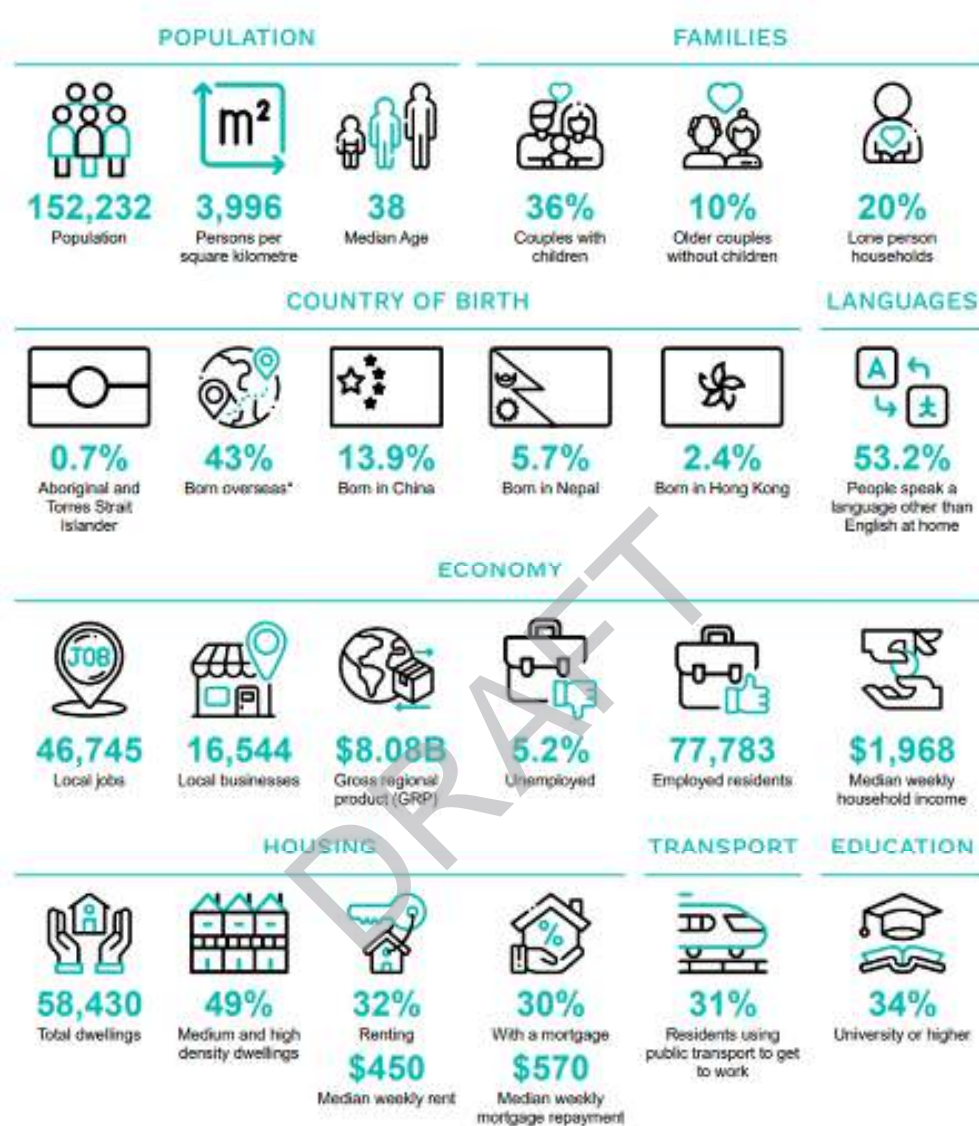
On 23 September 2023, a new Mayor (Councillor Sam Elmir) and Deputy Mayor (Councillor Elise Borg) were sworn in replacing Councillor Nick Katris and Councillor Kathryn Landsberry.

## About Georges River

Georges River Local Government Area is 17 kilometres from Sydney CBD and covers 38 square kilometres. It is close to Sydney Airport and the M5 Motorway, as well as the foreshores of Botany Bay and the Georges River.



## Georges River at a Glance





## About this document

The Delivery Program and Operational Plan set out how we will deliver the goals and strategies of our Community Strategic Plan. These documents sit within the Integrated Planning and Reporting Framework that requires us to plan for and report on our ambitions, in consultation with our community (see figure below). While the Community Strategic Plan is a longer-term representation of the community's aspirations for the Georges River area, this document brings together:

- the Delivery Program, a four-year program that covers the term of the Council. To create the Program, we reviewed the Community Strategic Plan to ascertain what we could achieve over the next four years to meet the aspirational needs of the community. Although this is a four-year program, with the postponement of the 2020 local government elections, this Delivery Program is in its final year in line with the local government election cycle.
- the Operational Plan is the third year (and final year) of the Delivery Program 2022-2026 and outlines the actions that will be undertaken, measures for each action, accountable business units and a reference to the Community Strategic Plan strategies to which the action is contributing.

Progress of actions identified in the Operational Plan are reported to council every six months. An annual report is also prepared that reflects and reports on Council's overall performance for the financial year.



## PILLAR 1: OUR COMMUNITY

**Goal 1.1:** Our community is socially and culturally connected and we strive for social equity.

**Goal 1.2:** Diverse, vibrant community hubs and facilities are connected, well maintained and have equitable access.

**Goal 1.3:** The community is safe and healthy.

**Goal 1.4:** Georges River area heritage and history is protected.

### 4 Year Deliverables

Pillar 1 deliverables for 2022-2026 are:

<b>1.1.1A</b>	Implement an annual program of Council run and Council supported events.
<b>1.1.1B</b>	Develop and implement the Georges River Council Event Strategy 2022-2027.
<b>1.1.1C</b>	Maximise the utility of Netstrata Jubilee as a venue for Council's major events.
<b>1.1.2A</b>	Provide a range of programs such as the Georges River Art Prize and the Artist in Residence Program.
<b>1.1.3A</b>	Develop and Implement social justice strategies to build the social strengths of the Georges River community.
<b>1.1.3B</b>	Develop and implement the Georges River Council Disability and Inclusion Action Plan 2022-2026.
<b>1.1.4A</b>	Implement the 2021-2031 Early Learning Services Strategy to meet the educational and care needs of children and their families.
<b>1.2.1A</b>	Implement the 2030 Library Strategy to improve service delivery, technology, collections, information services, community engagement and programs.
<b>1.2.2A</b>	Provide a range of affordable and accessible facilities for community based activities.
<b>1.2.2B</b>	Create community spaces to deliver enhanced programs and experiences for community members.
<b>1.2.3A</b>	Implement the Create Georges River Cultural Strategy to support our community's cultural activities and initiatives.
<b>1.3.1A</b>	Increase community and road safety in Georges River Local Government Area.
<b>1.3.1B</b>	Investigate systems to improve public safety and accessibility.
<b>1.3.2A</b>	Adopt and implement a Fire Safety Program that maintains buildings with essential fire services to safeguard the community.
<b>1.3.2B</b>	Liaise with the NSW Government and relevant stakeholders to keep up-to-date with legislative changes around regulatory functions.
<b>1.3.2C</b>	Implement programs relating to food premises, skin penetration premises and regulated systems.
<b>1.4.1A</b>	Promote the retention and conservation of heritage items within the Georges River Local Government Area.

## Operational Plan

We will deliver the following by June 2025

**Strategy 1.1.1:** Initiate, facilitate and support inclusive and accessible events that meet community aspirations and connect people, communities and diverse groups.

Code	Deliverables/Actions	Accountable	CSP Ref
1.1.1A	Implement an annual program of Council run and Council supported events.		
1.1.1Ai	Implement an annual calendar of destination and localised events.	Manager City Life	1.1.1
1.1.1B	Develop and implement the Georges River Council Event Strategy 2022 – 2027.		
1.1.1Bi	Implement the Georges River Council Events and Festivals Charter.	Manager City Life	1.1.1
1.1.1Bii	Develop and deliver workshops to build capacity within the community on Council's Events and Festivals Charter, Event Guide and Event Toolkit.	Manager City Life	1.1.1
1.1.1C	Maximise the utility of Netstrata Jubilee as a venue for Council's major events.		
1.1.1Ci	Engage planning consultant to initiate DA to extend the event program at Netstrata Jubilee Stadium to include entertainment, cultural and community events.	Manager Premium Facilities	1.1.1
1.1.1Cii	Finalise POM to enable lodging of DA to stage other major events at the venue.	Manager Premium Facilities	1.1.1
1.1.1Ciii	Promote and market the venue to video and film production company and establish branding and operation of the functions and events business at the stadium.	Manager Premium Facilities	1.1.1

**Strategy 1.1.2:** Foster and support programs and installations such as Art Trails and Public Art that celebrate diversity, our multicultural community, supports innovation and creativity and contributes to the creative economy.

Code	Deliverables/Actions	Accountable	CSP Ref
1.1.2A	Provide a range of programs such as the Georges River Art Prize and the Artist in Residence Program.		
1.1.2Ai	Deliver Georges River Art Prize and Artist in Residence Program.	Manager Cultural Engagement and Library Services	1.1.2
1.1.2Aii	Deliver a range of public art and cultural programs.	Manager Cultural Engagement and Library Services	1.1.2

**Strategy 1.1.3:** Develop, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious background.

Code	Deliverables/Actions	Accountable	CSP Ref
1.1.3A	Develop and Implement social justice strategies to build the social strengths of the Georges River community.		
1.1.3Ai	Implement the Social Justice Charter Plan for Georges River Council.	Manager Community and Early Learning Services	1.1.3
1.1.3Aii	Consult with the community to deliver Council's Antiracism Campaign "Better Together".	Manager Community and Early Learning Services	1.1.3
1.1.3Aiii	Develop and implement the Aboriginal and Torres Strait Islander Strategy.	Manager Community and Early Learning Services	1.1.3
1.1.3Aiv	Implement the Aboriginal and Torres Strait Islander Strategy Action Plan.	Manager Community and Early Learning Services	1.1.3
1.1.3B	Develop and implement the Georges River Council Disability and Inclusion Action Plan 2022-2026.		
1.1.3Bi	Implement the Georges River Council Disability and Inclusion Action Plan 2022-2026.	Manager Community and Early Learning Services	1.1.3

Please note:

1.1.3Aii is now incorporated with 1.1.3Ai Social Justice Charter Plan for Georges River Council.

**Strategy 1.1.4:** Provide high quality, affordable education, care and protection for children across Council's Early Learning Centres.

Code	Deliverables/Actions	Accountable	CSP Ref
1.1.4A	Implement the 2021-2031 Early Learning Services Strategy to meet the educational and care needs of children and their families.		
1.1.4Ai	Implement Child and Staff Wellbeing Action Plan.	Manager Community and Early Learning Services	1.1.4
1.1.4Aii	Implement Council's Child Protection Action Plan.	Manager Community and Early Learning Services	1.1.4
1.1.4Aiii	Implement the Early Learning Services Strategy.	Manager Community and Early Learning Services	1.1.4
1.1.4Aiv	Review demand for an additional needs early learning centre.	Manager Community and Early Learning Services	1.1.4

Please note:

1.1.4Aiv will be removed as this action will be completed 2023/24.

**Strategy 1.2.1:** Develop our library services to provide for inclusive hubs, spaces and services, collections, programs and facilities.

Code	Deliverables/Actions	Accountable	CSP Ref
1.2.1A	Implement the 2030 Library Strategy to improve service delivery, technology, collections, information services, community engagement and programs.		
1.2.1Ai	Investigate innovative ways to provide library services to the western half of the Georges River Local Government Area.	Manager Cultural Engagement and Library Services	1.2.1



1.2.1Aii	Activate the reading and sensory garden at Hurstville Library through programs and other community engagement.	Manager Cultural Engagement and Library Services	1.2.1
1.2.1Aiii	Deliver library services that reflect the diverse community of Georges River to facilitate cross-cultural communication, collaboration, mutual understanding and inclusion.	Manager Cultural Engagement and Library Services	1.2.1
1.2.1Aiv	Develop partnerships with the community, specialists and other organisations to support the delivery of programs and collections.	Manager Cultural Engagement and Library Services	1.2.1
1.2.1Av	Continue to implement the Georges River Library Debt Recovery and Management Plan.	Manager Cultural Engagement and Library Services	1.2.1

1.2.1Aii is placed on hold due to building constraints.

**Strategy 1.2.2: Provide a range of affordable and accessible facilities and community hubs for community-based activities.**

Code	Deliverables/Actions	Accountable	CSP Ref
1.2.2A	Provide a range of affordable and accessible facilities for community based activities.		
1.2.2Ai	Maintain and provide for hire community properties across the Georges River Local Government Area.	Manager City Life	1.2.2
1.2.2Aii	Deliver actions identified in the Venue and Facilities Management Review.	Manager City Life	1.2.2
1.2.2Aiii	Deliver actions identified in the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS).	Manager City Life	1.2.2
1.2.2B	Create community spaces to deliver enhanced programs and experiences for community members.		
1.2.2Bi	Create a multi-functional, accessible and flexible programming space.	Manager Cultural Engagement and Library Services	1.2.2
1.2.2Bii	Provide opportunities for the community to engage with the Library and Hurstville Museum & Gallery outside Council buildings through outreach, online and delivery services.	Manager Cultural Engagement and Library Services	1.2.2

1.2.2Aii has been removed until an organization review 6.1.1Bi has been conducted.

**Strategy 1.2.3: Encourage and promote the arts and creativity through Council's cultural facilities including Hurstville Museum & Gallery, Hurstville Entertainment Centre and Carss Park Artists Cottage.**

Code	Deliverables/Actions	Accountable	CSP Ref
1.2.3A	Implement the Create Georges River Cultural Strategy to support our community's cultural activities and initiatives.		
1.2.3Ai	Implement the Create Georges River Cultural Strategy to support and strengthen our community's cultural activities and initiatives.	Manager Cultural Engagement and Library Services	1.2.3
1.2.3Aii	Increase the profile of Hurstville Museum & Gallery through the implementation of a comprehensive and diverse program of exhibitions and events.	Manager Cultural Engagement and Library Services	1.2.3
1.2.3Aiii	Establish and increase the profile of the creative studio in Merv Lynch Reserve.	Manager Cultural Engagement and Library Services	1.2.3

**Strategy 1.3.1: Implement actions to maintain and promote the community safety of our area.**

Code	Deliverables/Actions	Accountable	CSP Ref
1.3.1A	Increase community and road safety in Georges River Local Government Area.		
1.3.1Ai	Deliver the 2024/25 Traffic and Transport Program and scope 25/26 Program	Manager Strategic Placemaking	1.3.1
1.3.1Aii	Review the pilot of the Community Safety Program.	Manager Community and Early Learning Services	1.3.1
1.3.1B	Investigate systems to improve public safety and accessibility.		
1.3.1Bi	Implement annual program of funded initiatives to upgrade councils' security and CCTV systems to improve public safety and accessibility.	Chief Information Officer	1.3.1

**Strategy 1.3.2: Conduct regulatory functions in accordance with legislative requirements.**

Code	Deliverables/Actions	Accountable	CSP Ref
1.3.2A	Adopt and implement a Fire Safety Program that maintains buildings with essential fire services to safeguard the community.		
1.3.2Ai	Implement actions to ensure compliance with the directions set by the NSW State Government relating to external combustible cladding and Council's Fire Safety Audit.	Manager Environment, Health and Regulatory Services	1.3.2
1.3.2B	Liaise with the NSW Government and relevant stakeholders to keep up-to-date with legislative changes around regulatory functions.		
1.3.2Bi	Implement the 2024/25 regulatory programs to ensure compliance with the relevant legislation and to address community safety concerns.	Manager Environment, Health and Regulatory Services	1.3.2
1.3.2C	Implement programs relating to food premises, skin penetration premises and regulated systems.		
1.3.2Ci	Establish an ongoing Public Health program, including skin penetration, regulated system and public swimming program to promote community's health and safety	Manager Environment, Health and Regulatory Services	1.3.2

**Strategy 1.4.1: Encourage and promote heritage and history through collections, programs, heritage trails and protection policies.**

Code	Deliverables/Actions	Accountable	CSP Ref
1.4.1A	Promote the retention and conservation of heritage items within the Georges River Local Government Area.		
1.4.1Ai	Undertake a heritage study to review the heritage items in the Georges River Local Environmental Plan 2021 and identify any potential new items across the whole Georges River LGA. * • Conduct a 2024/25 Heritage Building Grants Program.*	Manager Strategic Planning	1.4.1
1.4.1Aii	Review heritage controls in the Georges River Development Control Plan 2021. • Conduct a heritage information session for owners of heritage listed properties.**	Manager Strategic Planning	1.4.1

\*Subject to a Budget Bid for 2024/25.

\*\*Subject to a Budget Bid for 2024/25 for the Heritage Grants.

### Performance Indicators

Measures	Target	Responsibility
Utilisation of Council's Early Learning Services	> 90%	Manager Community and Early Learning Services
Customer satisfaction with Early Learning Services	≥ 80%	Manager Community and Early Learning Services
Customer satisfaction with community centres and performance venues	≥ 80%	Manager City Life
Customer satisfaction with Museum and Gallery	≥ 80%	Manager Cultural Engagement and Library Services
Customer satisfaction with Library Services	≥ 80%	Manager Cultural Engagement and Library Services
Customer satisfaction with Events	≥ 80%	Manager City Life
Utilisation of Council's performance venues for hire.	≥ 60%	Manager City Life

## 2024/25 Budget

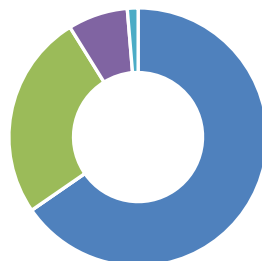
	Budget 2024/25 \$,000
<b>Operating Revenue</b>	
Rates and Annual Charges	-
User Charges and Fees	6,242
Interest Income	-
Other Operating Revenues	6,030
Operating Grants and Contributions	5,583
Profit on Sale of Assets	-
<b>Total Operating Revenue</b>	<b>17,856</b>
<b>Operating Expenditure</b>	
Employee Costs	20,202
Interest Charges	-
Materials and Services	7,945
Depreciation and Amortisation	2,314
Other Operating Expenses	418
<b>Total Expenditure</b>	<b>30,880</b>
Capital Grants and Contributions	-
<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>(13,024)</b>

## INCOME



- Rates and Annual Charges
- User Charges & Fees
- Interest
- Other Revenues from Ordinary Activities
- Operating Grants and Contributions

## EXPENDITURE



- Employee Costs
- Borrowing Costs Expense
- Materials & Services
- Depreciation
- Other Expenses



## PILLAR 2: OUR GREEN ENVIRONMENT

**Goal 2.1:** Our environmentally sustainable practices inspire us all to protect and nurture the natural environment.

**Goal 2.2:** Our waterways are healthy and accessible.

**Goal 2.3:** Greening, canopy cover and bushland and biodiversity preservation are maximised.

### 4 Year Deliverables

Pillar 2 deliverables for 2022-2026 are:

<b>2.1.1A</b>	Implement the Resilience Action Plan 2022- 2040 for Council services.
<b>2.1.1B</b>	Undertake programs and activities to educate the community on reducing energy consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects.
<b>2.1.2A</b>	Implement the Waste Strategy 2021-2040.
<b>2.1.2B</b>	Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.
<b>2.1.3A</b>	Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC).
<b>2.2.1A</b>	Represent Council's ambitions for the Georges River through the GRCCC.
<b>2.2.2A</b>	Implement the recommendations of the Foreshore Scenic Character Review into the Georges River Local Environmental Plan.
<b>2.2.2B</b>	Maintain Council's marine and foreshore assets to be functional and safe.
<b>2.3.1A</b>	Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area.
<b>2.3.2A</b>	Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.

## Operational Plan

We will deliver the following by June 2025

**Strategy 2.1.1: Prepare the Georges River area to be resilient in addressing climate change and reducing energy and water usage.**

Code	Deliverables/Actions	Accountable	CSP Ref
2.1.1A	Implement the Resilience Action Plan 2022- 2040 for Council services.		
2.1.1Ai	Report on the implementation progress of the Resilience Action Plan 2022 - 2040.*	Manager Environment, Health and Regulatory Services	2.1.1
2.1.1B	Undertake programs and activities to educate the community on reducing energy consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects.		
2.1.1Bi	Implement activities to educate the community on reducing energy consumption and protecting the environment.	Manager Environment, Health and Regulatory Services	2.1.1

\*The implementation of the Plan is subject to a Budget Bid for FY24/25.

**Strategy 2.1.2: Ensure waste is managed as a resource with minimal impacts from its disposal.**

Code	Deliverables/Actions	Accountable	CSP Ref
2.1.2A	Implement the Waste Strategy 2021-2040.		
2.1.2Ai	Report on the implementation progress of the Waste Strategy 2021-2040.*	Manager Environment, Health and Regulatory Services	2.1.2
2.1.2B	Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.		
2.1.2Bi	Implement the annual Waste Education Program.	Manager Environment, Health and Regulatory Services	2.1.2

\*\*The implementation of the Strategy is subject to a Budget Bid for FY24/25.

**Strategy 2.1.3: Prepare for natural disasters such as bushfires and extreme weather events.**

Code	Deliverables/Actions	Accountable	CSP Ref
2.1.3A	Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC).		
2.1.3Ai	Continue to drive increased greening and creation/ improvement of open space in our town centres.	Executive Manager City Operational Services	2.1.3
2.1.3Aii	Commence design of active transport and micro mobility routes within the LGA	Executive Manager City Operational Services	2.1.3

**Strategy 2.2.1: Protect the Georges River and waterways to be clean and naturalised.**

Code	Deliverables/Actions	Accountable	CSP Ref
2.2.1A	Represent Council's ambitions for the Georges River through the GRCCC.		
2.2.1Ai	Support the GRCCC on an ongoing basis to progress joint programs for the benefit of the Georges River.	Manager Environment, Health and Regulatory Services	2.2.1

\*The support for GRCCC is subject to a Budget Bid for FY24/25.

**Strategy 2.2.2:** Maintain and implement strategies to provide access to our waterways.

Code	Deliverables/Actions	Accountable	CSP Ref
2.2.2A	Implement the recommendations of the Foreshore Scenic Character Review into the Georges River Local Environmental Plan.		
2.2.2Ai	Prepare a Planning Proposal to amend the Georges River LEP to introduce biodiversity and character provisions.	Manager Strategic Planning	2.2.2
2.2.2B	Maintain Council's marine and foreshore assets to be functional and safe.		
2.2.2Bi	Prioritise and scope for open space and recreation asset renewals, rationalisation and upgrades based on the findings of Councils strategies.	Manager City Operational Services	2.2.2

**Strategy 2.3.1:** Increase and promote our tree canopy, shrubs and bushland coverage.

Code	Deliverables/Actions	Accountable	CSP Ref
2.3.1A	Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area.		
2.3.1Ai	Scope a program of increased cycling opportunities across the Georges River Local Government Area.	Manager City Operational Services	2.3.1
2.3.1Aii	Implement the 10 year Asset Management Plans including their improvement programs	Manager City Operational Services	2.3.1
2.3.1Aiii	Maintain the Significant Tree Register for the LGA.	Manager Environment, Health and Regulatory Services	2.3.1

**Strategy 2.3.2:** Protect and reinstate our biodiversity, including endemic flora and fauna.

Code	Deliverables/Actions	Accountable	CSP Ref
2.3.2A	Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.		
2.3.2Ai	Implement the 2024/25 Bush Regeneration Program.	Manager City Technical Services	2.3.2
2.3.2Aii	Implement the high priority recommendations of the Biodiversity Study 2021 including preparing a Biodiversity Strategy.*	Manager Environment, Health and Regulatory Services	2.3.2

\* The implementation of the Study is subject to the provision of funding.

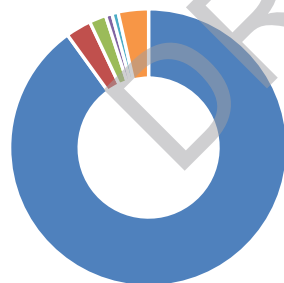
### Performance Indicators

Measures	Annual Target	Responsibility
Number of hectares of active bush regeneration activities.	≥ 20	Manager City Technical Services
Number of native plants including trees, shrubs and ground covers planted to improve habitat, biodiversity and bushland structure (or other community tree planting) activities.	≥ 2,000	Manager City Technical Services
Number of volunteer hours associated with Bushcare activities.	≥ 3,000	Manager City Technical Services
Number of street trees planted each year.	= ≥ 160	Manager City Operational Services
Percentage of environmental pollution complaints responded to within two business days.	> 75%	Manager Environment, Health and Regulatory Services
Percentage of waste customer requests responded to within 48 hours.	> 98%	Manager Environment, Health and Regulatory Services
Percentage of food premises inspected annually.	= 100%	Manager Environment, Health and Regulatory Services

## 2024/25 Budget

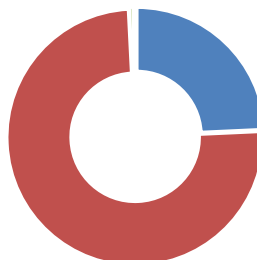
	Budget 2024/25 \$,000
<b>Operating Revenue</b>	
Rates and Annual Charges	38,315
User Charges and Fees	1,262
Interest Income	820
Other Operating Revenues	331
Operating Grants and Contributions	310
Profit on Sale of Assets	1,500-
<b>Total Operating Revenue</b>	<b>42,538</b>
<b>Operating Expenditure</b>	
Employee Costs	12,415
Interest Charges	-
Materials and Services	38,361
Depreciation and Amortisation	257
Other Operating Expenses	175
<b>Total Expenditure</b>	<b>51,208</b>
Capital Grants and Contributions	-
<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>(8,670)</b>

## INCOME



- Rates and Annual Charges
- User Charges & Fees
- Interest
- Other Revenues from Ordinary Activities
- Operating Grants and Contributions
- Capital Grants and Contributions

## EXPENDITURE



- Employee Costs
- Materials & Services
- Depreciation
- Other Expenses



## PILLAR 3: OUR ECONOMY

- Goal 3.1:** Local jobs and local businesses are supported to grow.
- Goal 3.2:** Our town centres are green, clean, vibrant and activated and have good amenities.
- Goal 3.3:** Georges River is a 30 minute city.

### 4 Year Deliverables

Pillar 3 deliverables for 2022-2026 are:

<b>3.1.1A</b>	Promote effective economic development initiatives that benefit the Georges River Local Government Area.
<b>3.1.2A</b>	Deliver programs to activate and increase the night time economy in town centres.
<b>3.1.3A</b>	Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.
<b>3.1.3B</b>	Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities.
<b>3.1.3C</b>	Maximise the potential of the Kogarah Health and Research Hub.
<b>3.1.3D</b>	Build the cultural identity of Hurstville CBD as the Heart of the City.
<b>3.1.3E</b>	Implement initiatives in key economic sectors in response to the Economic Development Strategy.
<b>3.2.1A</b>	Maintain Council's green open space and town centres to be functional and safe.
<b>3.2.2A</b>	Work with other directorates and teams to implement, promote and market long-term place-based initiatives.
<b>3.2.3A</b>	Assist and promote the greening and creation of open space in our town centres.
<b>3.2.4A</b>	Implement the recommendations of the Commercial Centres Strategy.
<b>3.3.1A</b>	Advancement of the 'River Rail' through the identification of and protection of infrastructure corridors with Transport for NSW.
<b>3.3.1B</b>	Influence the next iteration of district and metropolitan planning, with recognition of the untapped potential of the Southern Aerotropolis.

## Operational Plan

We will deliver the following by June 2025

### Strategy 3.1.1: Support local businesses to help protect jobs and create employment opportunities.

Code	Deliverables/Actions	Accountable	CSP Reference
3.1.1A	Promote effective economic development initiatives that benefit the Georges River Local Government Area.		
3.1.1Ai	Advocacy. To implement the Advocacy Impact Plan through targeted and strategic advocacy initiatives, including the maintenance of an Advocacy Register for the organisation.	Executive Manager City Futures	3.1.1

### Strategy 3.1.2: Encourage the Night Time Economy, particularly in Hurstville, Beverly Hills and Kogarah, to grow.

Code	Deliverables/Actions	Accountable	CSP Reference
3.1.2A	Deliver programs to activate and increase the night time economy in town centres.		
3.1.2Ai	Place-making / street activation. To implement the Places We Love and Open Street NSW Government Grants to increase street activation and drive new night time economy opportunities in the Georges River LGA.	Executive Manager City Futures	3.1.2

### Strategy 3.1.3: Target economic development in key locations and sectors within the local government area.

Code	Deliverables/Actions	Accountable	CSP Reference
3.1.3A	Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.		
3.1.3Ai	Economic Leadership Group. To facilitate three meetings of the Georges River Economic Leadership Group that enables genuine and authentic engagement the preparation of the next Georges River Economic Development Strategy.	Executive Manager City Futures	3.1.3
3.1.3B	Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities.		
3.1.3Bi	Sydney's Connected Community. To deliver a comprehensive and integrated campaign, "Sydney's Connected Community" to an audience across the Sydney Metropolitan Region.	Executive Manager City Futures	3.1.3

3.1.3C	Maximise the potential of the Kogarah Health and Research Hub.		
3.1.3Ci	Implement, promote and market the Kogarah Investment Attraction Strategy to grow the Kogarah Health and Education Precinct.	Executive Manager City Futures	3.1.3
3.1.3D	Build the cultural identity of Hurstville CBD as the Heart of the City.		
3.1.3Di	Continue to build and promote the identity of Hurstville as the 'Heart of the City'.	Executive Manager City Futures	3.1.3

Please note:

3.1.3Ci has been incorporated into 3.1.1Ai (Advocacy)

3.1.3Di has been incorporated into 3.1.1Ai (Advocacy) and 3.1.2Ai (Place-making)

### Strategy 3.2.1: Provide regular maintenance and cleansing of town centres and public toilets.

Code	Deliverables/Actions	Accountable	CSP Reference
3.2.1A	Maintain Council's green open space and town centres to be functional and safe.		
3.2.1Ai	Undertake programmed and reactive cleansing, sportsfield and park maintenance works of Council's green open spaces and town centres.	Manager City Operational Services	3.2.1

### Strategy 3.2.2: Encourage and support targeted, place-based events and activities to activate town centres.

Code	Deliverables/Actions	Accountable	CSP Reference
3.2.2A	Work with other directorates and teams to implement, promote and market long-term place-based initiatives.		
3.2.2Ai	Continue to implement place-based public domain initiatives across the Georges River Local Government Area.	Executive Manager City Futures	3.2.2

Please note:

3.2.2Ai has been incorporated into 3.1.2Ai (Place-making)

### Strategy 3.2.3: Implement greening and planting strategies in town centres.

Code	Deliverables/Actions	Accountable	CSP Reference
3.2.3A	Assist and promote the greening and creation of open space in our town centres.		
3.2.3Ai	Continue to drive increased greening and creation/improvement of open space in our town centres.	Manager Strategic Placemaking	3.2.3

### Strategy 3.2.4: Protect employment growth and services during land rezoning processes.

Code	Deliverables/Actions	Accountable	CSP Reference
3.2.4A	Implement the recommendations of the Commercial Centres Strategy.		
3.2.4Ai	Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area. (Part 2)*	Manager Strategic Planning	3.2.4

\* The implementation of the project is subject to funding in the FY24/25 budget.

**Strategy 3.3.1: Advocate to the NSW Government to support Georges River as a 30 minute city.**

Code	Deliverables/Actions	Accountable	CSP Reference
3.3.1A	Advancement of the 'River Rail' through the identification of and protection of infrastructure corridors with Transport for NSW.		
3.3.1Ai	Prepare a business case for the 'River Rail' (Kogarah to Parramatta rail link).	Executive Manager City Futures	3.3.1
3.3.1B	Influence the next iteration of district and metropolitan planning, with recognition of the untapped potential of the Southern Aerotropolis.		
3.3.1Bi	Advocate for the acknowledgement of and investment in the Southern Aerotropolis through a NSW Government- led vision and plan in collaboration with local councils and key stakeholders.	Executive Manager City Futures	3.3.1

Please note:

3.3.1Ai has been incorporated into 3.1.1Ai (Advocacy)

3.3.1Bi has been incorporated into 3.1.1Ai (Advocacy)

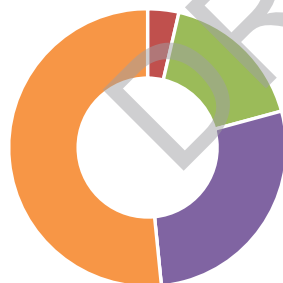
### Performance Indicators

Measures	Annual Target	Responsibility
The percentage of reported graffiti removed within 5 days.	> 80%	Executive Manager City Operational Services
Kilometres of roads swept	> 30,000	Executive Manager City Operational Services
Percentage of engineering operations service requests actioned against works scheduled.	≥ 80%	Executive Manager City Operational Services
All 24 commercial centres cleaned daily.	= 100%	Executive Manager City Operational Services

## 2024/25 Budget

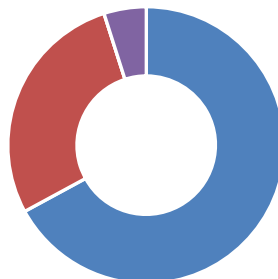
	Budget 2024/25 \$,000
<b>Operating Revenue</b>	
Rates and Annual Charges	-
User Charges and Fees	818
Interest Income	3,855
Other Operating Revenues	6,235
Operating Grants and Contributions	-
Profit on Sale of Assets	-
<b>Total Operating Revenue</b>	<b>10,908</b>
<b>Operating Expenditure</b>	
Employee Costs	4,617
Interest Charges	-
Materials and Services	1,928
Depreciation and Amortisation	-
Other Operating Expenses	341
<b>Total Expenditure</b>	<b>6,886</b>
Capital Grants and Contributions	11,620
<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>15,642</b>

## INCOME



- Rates and Annual Charges
- User Charges & Fees
- Interest
- Other Revenues from Ordinary Activities
- Operating Grants and Contributions
- Capital Grants and Contributions

## EXPENDITURE



- Employee Costs
- Materials & Services
- Depreciation
- Other Expenses



## PILLAR 4: OUR BUILT ENVIRONMENT

- Goal 4.1:** New development should make Georges River more liveable, vibrant and sustainable.
- Goal 4.2:** Affordable and quality housing options are available.
- Goal 4.3:** There are a range of transport options and increased walkability and cycling to connect people, goods and businesses.
- Goal 4.4:** Everyone has access to quality parks and open space and active and passive recreation facilities.
- Goal 4.5:** Council-led development and assets provide quality, long term benefits to everyone.

### 4 Year Deliverables

Pillar 4 deliverables for 2022-2026 are:

<b>4.1.1A</b>	Complete a Master Plan for Beverly Hills that will revitalise the centre and respond to the community's ideas and aspirations for the future of the centre.
<b>4.1.1B</b>	Prepare a Master Plan for the Riverwood Local Centre in association with the Riverwood community and Canterbury-Bankstown Council.
<b>4.1.1C</b>	Include the Hurstville Civic Centre site in the Georges River Local Environmental Plan 2021.
<b>4.1.1D</b>	Develop and implement planning controls to protect the scenic character of the foreshore.
<b>4.1.2A</b>	Monitor and standardise DA assessment reports and templates.
<b>4.1.2B</b>	Provide ongoing education to the community about controls to the development and building approval processes.
<b>4.2.1A</b>	Develop and implement an Affordable Rental Housing Scheme.
<b>4.2.1B</b>	Provide affordable housing in one of Council's redevelopments.
<b>4.3.1A</b>	Pursue State Government priority for express trains on the T4 line stop at Kogarah and T8 line to the CBD, the River Rail and Hurstville (or Kogarah) to Macquarie Park via Rhodes (through Burwood or Strathfield) rail line.
<b>4.3.2A</b>	Maintain Council's footpath network to be functional and safe.
<b>4.3.2B</b>	Continue to maintain Council's walkways and cycleways to be functional and safe.
<b>4.4.1A</b>	Maintain Council's buildings and open space to be functional and safe.
<b>4.4.1B</b>	Incorporate design principles for parks and open spaces that promote resilience.
<b>4.4.1C</b>	Implement the GRC Open Space, Recreation and Community Facilities Strategy.
<b>4.4.2A</b>	Research and plan for active and passive recreation opportunities within the Georges River Local Government Area.
<b>4.4.2B</b>	Progress construction of a new aquatic facility in the LGA.

<b>4.4.3A</b>	Ensure our parks and reserves have updated Plans of Management and Master Plans.
<b>4.5.1A</b>	Plan for and implement a purchasing program for property requiring compulsory acquisition in the comprehensive LEP.
<b>4.5.1B</b>	Achieve service delivery outcomes through a 10 year Capital Works Program driven by Council Strategies.
<b>4.5.1C</b>	Deliver Asset Management Plans for each Asset Class (Roads, Buildings, Open Space and Stormwater) which plan for the long term sustainability of Council's Infrastructure assets.
<b>4.5.1D</b>	Provide new and updated community assets such as new library services to the western part of our LGA.

## Operational Plan

We will deliver the following by June 2024

### Strategy 4.1.1: Prepare Development Control Plans and Master Plans to guide liveable development and amenity.

Code	Deliverables/Actions	Accountable	CSP Ref
4.1.1A	Complete a Master Plan for Beverly Hills that will revitalise the centre and respond to the community's ideas and aspirations for the future of the centre.		
4.1.1Ai	Finalise the Master Plan for Beverly Hills Town Centre.*	Manager Strategic Planning	4.1.1
4.1.1B	Prepare a Master Plan for the Riverwood Local Centre in association with the Riverwood community and Canterbury-Bankstown Council.		
4.1.1Bi	Commence the preparation of an update to the Georges River Local Strategic Planning Statement.**	Manager Strategic Planning	4.1.1
4.1.1C	Include the Hurstville Civic Centre site in the Georges River Local Environmental Plan 2021.		
4.1.1Ci	Finalise the rezoning of the Hurstville Civic Centre	Manager Strategic Planning.	4.1.1
4.1.1D	Develop and implement planning controls to protect the scenic character of the foreshore.		
4.1.1Di	Prepare a planning Proposal to amend the Georges River LEP to introduce biodiversity and character provisions.	Manager Strategic Planning.	4.1.1
4.1.1Dii	Prepare a planning Proposal to amend the Georges River LEP to introduce biodiversity and character provisions.	Manager Strategic Planning	4.1.1

Please note:

4.1.1Bi currently has no supporting funds for FY24/25 for the Riverwood Town Centre

4.1.1Ci is no longer required as the amendment covering the Hurstville Civic centre has been gazetted.

4.1.1Dii has been removed as it is the same as 4.1.1Di

\* The implementation of the project is subject to funding in the FY24/25 budget.

\*\* The project is subject to funding in the FY24/25 budget.

### Strategy 4.1.2: Undertake rigorous assessment of development applications (DAs) by Council staff, local planning panel and Sydney South Planning Panel.

Code	Deliverables/Actions	Accountable	CSP Ref
4.1.2A	Monitor and standardise DA assessment reports and templates.		
4.1.2Ai	Ensure report templates continue to reflect current planning controls and peer review processes.	Manager Development and Building	4.1.2
4.1.2Aii	Ensure templates are up to date and reflect any legislative changes and maintain peer review processes.	Manager Development and Building	4.1.2
4.1.2B	Provide ongoing education to the community about controls to the development and building approval processes.		
4.1.2Bi	Hold community information session on planning development and building sessions and ensure website is up to date.	Manager Development and Building	4.1.2
4.1.2Bii	Provide and maintain up to date self-help information on Council's website.	Manager Development and Building	4.1.2

**Strategy 4.2.1:** Develop policies that encourage a greater supply of housing diversity and choice.

Code	Deliverables/Actions	Accountable	CSP Ref
4.2.1A	Develop and implement an Affordable Rental Housing Scheme.		
4.2.1Ai	Continue with the development of an Affordable Contributions Housing Scheme that applies to the Georges River LGA.*	Manager Strategic Planning	4.2.1
4.2.1B	Provide affordable housing in one of Council's redevelopments.		
4.2.1Bi	Investigate Hurstville Civic Precinct for the provision of affordable housing.	Head of Strategic Property	4.2.1
4.2.1Bii	Prepare an overview of the requirement to acquire residential property for the provision of affordable housing.	Head of Strategic Property	4.2.1

\* The implementation of the project is subject to funding in the FY24/25 budget.

**Strategy 4.3.1:** Provide expert advice and lobby the State Government to provide and improve public transport options such as train and bus services.

Code	Deliverables/Actions	Accountable	CSP Reference
4.3.1A	Pursue State Government priority for express trains on the T4 line stop at Kogarah. and T8 line to the CBD, the River Rail and Hurstville (or Kogarah) to Macquarie Park via Rhodes (through Burwood or Strathfield) rail line.		
4.3.1Ai	Continue to lobby Transport for NSW and the Minister for Transport for improved public transport options.	Executive Manager City Futures	4.3.1
4.3.1Aii	Conduct economic modelling to explore the viability of reinstating train services to Kogarah in peak periods.	Executive Manager City Futures	4.3.1

Please note:

4.3.1Ai has been incorporated into 3.1.1Ai (Advocacy)

4.3.1Aii has been incorporated into 3.1.1Ai (Advocacy)

**Strategy 4.3.2:** Plan for, improve and maintain safe and connected footpaths and cycleways.

Code	Deliverables/Actions	Accountable	CSP Reference
4.3.2A	Maintain Council's footpath network to be functional and safe.		
4.3.2Ai	Undertake programmed capital and reactive maintenance works of Council's footpath assets.	Executive Manager City Operational Services	4.3.2
Code	Deliverables/Actions	Accountable	CSP Reference
4.3.2B	Continue to maintain Council's walkways and cycleways to be functional and safe.		
4.3.2Bi	Commence design of active transport and micro mobility routes within the LGA.	Manager Strategic Placemaking	4.3.2

**Strategy 4.4.1:** Ensure public parks, open space and Council buildings are accessible, well maintained and managed.

Code	Deliverables/Actions	Accountable	CSP Ref
4.4.1A	Maintain Council's buildings and open space to be functional and safe.		
4.4.1Ai	Undertake programmed and reactive maintenance works of Council's buildings.	Executive Manager City Operational Services	4.4.1
4.4.1B	Incorporate design principles for parks and open spaces that promote resilience.		
4.4.1Bi	Ensure that design principles that promote resilience are incorporated into plans for open space.	Manager City Technical Services	4.4.1
4.4.1C	Implement the GRC Open Space, Recreation and Community Facilities Strategy.		
4.4.1Ci	Prioritise and scope for open space and recreation asset renewals, rationalisation and upgrades based on the findings of Councils strategies.	Manager City Technical Services	4.4.1
4.4.1Cii	Assist the State Government to develop Business Cases, Designs and Development consent for a new Aquatic Facility.	Manager City Technical Services	4.4.1
4.4.1Ciii	Implement the 2024/25 Recreational and Open Space Capital Works Program.	Manager City Technical Services	4.4.1

**Strategy 4.4.2: Plan and provide active and passive recreation including skate parks and off road biking opportunities.**

Code	Deliverables/Actions	Accountable	CSP Reference
4.4.2A	Research and plan for active and passive recreation opportunities within the Georges River Local Government Area.		
4.4.2Ai	Undertake detailed design for a skate and BMX facility at Olds Park.	Manager City Technical Services	4.4.2
4.4.2Aii	Scope a program of increased cycling opportunities across the Georges River Local Government Area.	Manager Strategic Placemaking	4.4.2
4.4.2B	Progress the construction of a new aquatic facility in the LGA.		
4.4.2Bi	Assist the State Government to develop Business Cases, Designs and Development consent for a new Aquatic Facility at Carss Park.	Manager City Technical Services	4.4.2
4.4.2Bii	Assist the State Government to develop Business Cases, Designs and Development consent for a new Aquatic Facility at Carss Park.	Manager City Technical Services	4.4.2

Please note:

4.4.2Ai will be completed 2023/24.

4.4.2Bii is a duplicate action to 4.4.2Bi therefore is removed.

**Strategy 4.4.3: Review Plans of Management for all open space in the local government area.**

Code	Deliverables/Actions	Accountable	CSP Ref
4.4.3A	Ensure our parks and reserves have updated Plans of Management and Master Plans.		
4.4.3Ai	Continue the Plans of Management for Crown Lands in accordance with the Crown Land Management Act.*	Manager Strategic Planning	4.4.3
4.4.3Aii	Prepare the Plan of Management and Master Plan for Carss Bush Park and Todd Park.*	Manager Strategic Planning	4.4.3
4.4.3Aiii	Commence the Plan of Management and Master Plan for the Jubilee Stadium Precinct.*	Manager Strategic Planning	4.4.3

\* The continuation of work on this project is subject to funding in the FY24/25 budget.

**Strategy 4.5.1: Provide new and upgraded community assets such as a new library services to the western part of our local government area.**

Code	Deliverables/Actions	Accountable	CSP Ref
4.5.1A	Plan for and implement a purchasing program for property requiring compulsory acquisition in the comprehensive LEP.		
4.5.1Ai	Acquire land for open space purposes as identified in the Local Environmental Plan.	Head of Strategic Property	4.5.1
4.5.1B	Achieve service delivery outcomes through a 10 year Capital Works Program driven by Council Strategies.		
4.5.1Bi	Implement the 2024/25 Sportsfield Renovation Program.	Manager City Operational Services	4.5.1
4.5.1Bii	Deliver the 2024/25 Critical Safety and Asset Renewal Program.	Manager City Technical Services	4.5.1
4.5.1Biii	Deliver the 2024/25 Road Renewal Program.	Manager City Technical Services	4.5.1
4.5.1C	Deliver Asset Management Plans for each Asset Class (Roads, Buildings, Open Space and Stormwater) which plan for the long term sustainability of Council's Infrastructure assets.		
4.5.1Ci	Implement the 10 year Asset Management Plans including their improvement programs	Manager Strategic Placemaking	4.5.1
4.5.1D	Provide new and upgraded community assets such as new library services to the western part of our LGA.		
4.5.1Di	Implement the actions from the Georges River Libraries Feasibility Study.	Manager Strategic Placemaking	4.5.1



## Performance Indicators

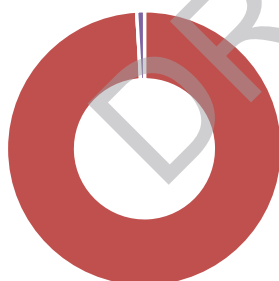
Measures	Annual Target	Responsibility
Percentage of pothole requests made safe and scheduled for repair within 48 hours.	= 100%	Executive Manager City Operational Services
Civil design for private works completed within timeframe	> 90%	Manager City Technical Services
Maintain the Asset Renewal Ratio above industry benchmarks.	> 100%	Manager Strategic Placemaking
Percentage of utility restorations completed within timeframe advised.	≥ 80%	Executive Manager City Operational Services
Percentage of occupancy across Council-owned commercial properties.	> 90%	Head of Strategic Property
Mean gross assessment times (in days) on DAs, modifications, DA reviews.	< 90	Manager Development and Building
Percentage of Construction Certificates determined in 21 days.	> 90%	Manager Development and Building
Percentage of planning proposals meeting Gateway determination timeframes.	> 85%	Manager Development and Building
Number of DAs determined.	> 360 *	Manager Development and Building

\* Please note historically the original annual target has been unattainable to >800 therefore a realistic target is >360

## 2024/25 Budget

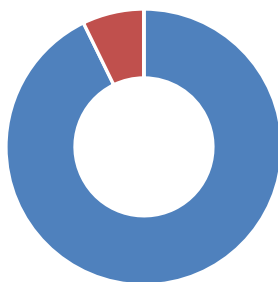
	Budget 2024/25 \$,000
<b>Operating Revenue</b>	
Rates and Annual Charges	-
User Charges and Fees	2,147
Interest Income	-
Other Operating Revenues	20
Operating Grants and Contributions	-
Profit on Sale of Assets	-
<b>Total Operating Revenue</b>	<b>2,167</b>
<b>Operating Expenditure</b>	
Employee Costs	5,255
Interest Charges	-
Materials and Services	409
Depreciation and Amortisation	-
Other Operating Expenses	-
<b>Total Expenditure</b>	<b>5,664</b>
Capital Grants and Contributions	-
<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>(3,497)</b>

### INCOME



- Rates and Annual Charges
- User Charges & Fees
- Interest
- Other Revenues from Ordinary Activities

### EXPENDITURE



- Employee Costs
- Materials & Services
- Depreciation
- Other Expenses

## PILLAR 5: OUR PLACE IN SYDNEY

- Goal 5.1:** Leadership focuses on innovation and improving the customer experience.
- Goal 5.2:** The three spheres of government work together to improve services and facilities in our area.
- Goal 5.3:** Georges River is known for being environmentally and culturally rich and enhances its metropolitan position as a destination for people and business.

### 4 Year Deliverables

Pillar 5 deliverables for 2022-2026 are:

<b>5.1.1A</b>	Explore the viability of a university precinct in Georges River Local Government Area and new investment from government and private enterprise to increase the region's competitiveness as a place for investment and innovation.
<b>5.1.2A</b>	Improve consistency and reliability of service across all customer contact channels.
<b>5.2.1A</b>	Develop an advocacy strategy that identifies how Georges River Council can influence government policy and secure government investment in the Georges River Local Government Area.
<b>5.2.1B</b>	Work with neighbouring councils to facilitate major projects with long-term delivery timeframes.
<b>5.2.2A</b>	Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy.
<b>5.3.1A</b>	Develop and build a brand and identity for the Georges River Local Government Area.
<b>5.3.1B</b>	Establish Council's reputation as a leading local government organisation.

## Operational Plan

We will deliver the following by June 2025

**Strategy 5.1.1: Promote Georges River as a place for innovation and collaboration and a desirable location for government and private investment.**

Code	Deliverables/Actions	Accountable	CSP Reference
5.1.1A	Explore the viability of a university precinct in Georges River Local Government Area and new investment from government and private enterprise to increase the region's competitiveness as a place for investment and innovation.		
5.1.1Ai	Develop an investment prospectus for the whole Georges River Local Government Area.	Executive Manager City Futures	5.1.1
5.1.1Aii	Local business. To provide a suite of resources, information and events to support local businesses to be innovative and grow.	Executive Manager City Futures	5.1.1
5.1.1Aiii	Implement grant projects that improve place, especially in key employment centres.	Executive Manager City Futures	5.1.1

Please note:

5.1.1Ai has been incorporated into 3.1.1Ai (Advocacy) and 3.1.3Bi (Sydney's Connected Community actions)

5.1.1Aiii has been incorporated into 3.1.2Ai (Place-making)

**Strategy 5.1.2: Provide positive experiences across all customer interactions for our community and visitors.**

Code	Deliverables/Actions	Accountable	CSP Reference
5.1.2A	Improve consistency and reliability of service across all customer contact channels.		
5.1.2Ai	Expand availability and range of self-service options for customers.	Manager City Life	5.1.2
5.1.2Aii	Establish a new baseline for Georges River website engagement and accessibility utilising new and existing analytics tools.	Executive Manager City Futures	5.1.2
5.1.2Aiii	Develop and deliver role-specific customer experience training and mentoring for all Council staff to support a customer-centric culture.	Manager City Life	5.1.2
5.1.2Aiv	Identify and implement improved methods for community members to contact Council and provide feedback	Manager City Life	5.1.2

Please note:

5.1.2Aii has been incorporated in other Communication & Engagement actions.

**Strategy 5.2.1: Advocate to all levels of government to ensure critical infrastructure accompanies residential and employment growth.**

Code	Deliverables/Actions	Accountable	CSP Reference
5.2.1A	Develop an advocacy strategy that identifies how Georges River Council can influence government policy and secure government investment in the local government area.		
5.2.1Ai	Implement an Advocacy Program to raise Council's reputation/profile and ultimately influence government policy to secure government investment in the Georges River Local Government Area.	Executive Manager City Futures	5.2.2
5.2.1B	Work with neighbouring councils to facilitate major projects with long-term delivery timeframes.		

5.2.1Bi	Develop strategic partnerships to influence key government policy and bring investment to the Georges Local Government Area.	Executive Manager City Futures	5.2.2
5.2.1Bii	Deliver an engagement program for city and council advocacy.	Executive Manager City Futures	5.2.2

Please note:

5.2.1Ai has been incorporated into 3.1.1Ai (Advocacy)

5.2.1Bi has been incorporated into 3.1.1Ai (Advocacy)

5.2.1Bii has been incorporated into 3.1.1Ai (Advocacy)

**Strategy 5.2.2:** Investigate the opportunities for government land and shared facilities being used for open space and other uses e.g. schools and health.

Code	Deliverables/Actions	Accountable	CSP Reference
5.2.2A	Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy.		
5.2.2Ai	Continue with shared and joint use program with Department of Education.	Executive Manager City Futures	5.2.2

**Strategy 5.3.1:** Demonstrate our environmental and cultural riches through policies, programs and projects to showcase and immerse our residents and visitors in our lifestyle.

Code	Deliverables/Actions	Accountable	CSP Reference
5.3.1A	Develop and build a brand and identity for the local government area.		
5.3.1Ai	Continue to develop and build a brand and identity for the Georges River Local Government Area.	Executive Manager City Futures	5.3.1
5.3.1B	Establish Council's reputation as a leading local government organisation.		
5.3.1Bi	Develop strategic partnerships and influence key government policy to bring investment into the Georges River Local Government Area.	Executive Manager City Futures	5.3.1

Please note:

5.3.1Ai has been incorporated into 3.1.3Bi (Sydney's Connected Community actions)

5.3.1Bi has been incorporated into 3.1.1Ai (Advocacy)

### Performance Indicators

Measures	Annual Target	Responsibility
Level of 'place satisfaction' for key and emerging centres.	Level of satisfaction increases	Manager Strategic Planning
*Council's overall Customer Experience Rating.	≥ 65%	Manager City Life

\* Please note: Percentage of customers satisfied with the overall experience with their customer request to Council and Customer satisfaction with face-to-face interaction at Council operated facilities is captured in the above performance measure 'Council's overall Customer Experience Rating'.

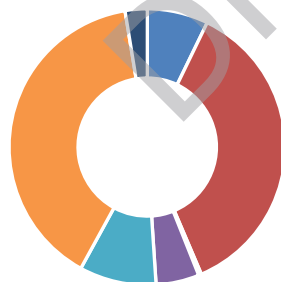
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## 2024/25 Budget

	Budget 2024/25 \$,000
<b>Operating Revenue</b>	
Rates and Annual Charges	1,250
User Charges and Fees	6,376
Interest Income	53
Other Operating Revenues	886
Operating Grants and Contributions	1,572
Profit on Sale of Assets	450
<b>Total Operating Revenue</b>	<b>10,588</b>
<b>Operating Expenditure</b>	
Employee Costs	12,255
Interest Charges	-
Materials and Services	13,182
Depreciation and Amortisation	25,306
Other Operating Expenses	-
<b>Total Expenditure</b>	<b>50,743</b>
Capital Grants and Contributions	6,900
<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>(33,255)</b>

## INCOME



- Rates and Annual Charges
- User Charges & Fees
- Interest
- Other Revenues from Ordinary Activities
- Operating Grants and Contributions
- Capital Grants and Contributions
- Net Gain on Disposal of Assets

## EXPENDITURE



- Employee Costs
- Materials & Services
- Depreciation

## PILLAR 6: OUR GOVERNANCE

- Goal 6.1:** Our community's voice is considered in planning the area's future.
- Goal 6.2:** Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations.
- Goal 6.3:** Our community knows why and how decisions are made.
- Goal 6.4:** The workforce is inspiring, diverse and engaged.

### 4 Year Deliverables

Pillar 6 deliverables for 2022-2026 are:

<b>6.1.1A</b>	Embed a culture of continuous improvement where we use the feedback provided by the community to improve our programs and services.
<b>6.1.1B</b>	Develop a service delivery review program of Council's services.
<b>6.1.1C</b>	Embed Council's Engagement Strategy as an overarching process for all Council engagement activity.
<b>6.1.1D</b>	Refer a broad range of Council and community issues for engagement to Council's Your Say platform.
<b>6.1.1E</b>	Develop comprehensive engagement and communication plans for Council's community engagements.
<b>6.1.1F</b>	Develop an Annual Community Consultation Progress report.
<b>6.1.1G</b>	Provide opportunities for the community to engage with their ward Councillors.
<b>6.1.2A</b>	Deliver and report on Council's financial assistance program.
<b>6.2.1A</b>	Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and ARIC Charter.
<b>6.2.1B</b>	Promote and assist in creating an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance.
<b>6.2.1C</b>	Implement a Councillor training program to improve decision making, facilitate better communication with the local community and assist Councillors to acquire and maintain the skills needed to perform their role.
<b>6.2.2A</b>	Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future.
<b>6.2.2B</b>	Ensure the Long-Term Financial Plan incorporates strategic priorities and risks.
<b>6.2.2C</b>	Ensure financial policy and process improvements focus on the integrity of controls, improved data for business decisions and customer experience.
<b>6.2.3A</b>	Annually review Council's enterprise and operational risks.
<b>6.2.4A</b>	Review procurement policy and practice through the Local Government Procurement Program.
<b>6.2.5A</b>	Implement the Digital Resourcing Management Plan.

<b>6.3.1A</b>	Maintain online public registers as required under the Government Information (Public Access) Act 2009 (GIPA) and Designated Persons disclosure returns (section 4.21-4.27 of Council's Code of Conduct).
<b>6.3.1B</b>	Report to the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.
<b>6.3.1C</b>	Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan.
<b>6.3.1D</b>	Provide live webcasting of all Council and Committee meetings.
<b>6.3.1E</b>	Maintain online records of Council and Committee papers and minutes.
<b>6.4.1A</b>	Implement a Workplace Health and Safety System to support a well and safe workplace.
<b>6.4.1B</b>	Implement the 2022-2026 Workforce Management Plan.

## Operational Plan

We will deliver the following by June 2025

**Strategy 6.1.1:** Commit to consult and engage the community on projects, initiative and issues which have an impact on their lives.

Code	Deliverables/Actions	Accountable	CSP Ref
6.1.1A	Embed a culture of continuous improvement where we use the feedback provided by the community to improve our programs and services.		
6.1.1Ai	Undertake the biannual community satisfaction survey and provide results to managers and the Executive team for action.	Executive Manager City Futures	6.1.1
6.1.1B	Develop a service delivery review program of Council's services.		
6.1.1Bi	Develop an ongoing service review program roadmap.	Manager Office of the General Manager	6.1.1
6.1.1Bii	Conduct an organisation wide review of Council services including commercial property, paid parking and premium facilities.	Head of Property	6.1.1
6.1.1C	Embed Council's Engagement Strategy as an overarching process for all Council engagement activity.		
6.1.1Ci	Maintain on Your Say a community facing dashboard on engagement activity.	Executive Manager City Futures	6.1.1
6.1.1Cii	To expand the suite of resources and training programs for Council staff to create more opportunities for community engagement.	Executive Manager City Futures	6.1.1
6.1.1D	Refer a broad range of Council and community issues for engagement to Council's Your Say platform.		
6.1.1Di	To deliver an innovative approach utilising a broad range of tools to enable authentic community engagement.	Executive Manager City Futures	6.1.1
6.1.1E	Develop comprehensive engagement and communication plans for Council's community engagements.		
6.1.1Ei	To create and implement an engagement and communications plan for major projects.	Executive Manager City Futures	6.1.1
6.1.1Eii	Maintain on Your Say a community facing dashboard on engagement activity.	Executive Manager City Futures	6.1.1
6.1.1F	Develop an Annual Community Consultation Progress report.		
6.1.1Fi	To develop a comprehensive community engagement report for Council's annual report and maintain on Your Say a community facing dashboard engagement activity.	Executive Manager City Futures	6.1.1
6.1.1G	Provide opportunities for the community to engage with their ward Councillors.		
6.1.1Gi	Provide a Meet Your Ward Councillor session for each ward annually.	Manager Office of the General Manager	6.1.1

Please note:

6.1.1Ai has been incorporated Communication & Engagement actions.

6.1.1Bii has been removed until an organization review 6.1.1Bi has been conducted.

6.1.1Eii has been incorporated into 6.1.1Fi

**Strategy 6.1.2: Ensure Council's financial assistance and grants programs are managed effectively.**

Code	Deliverables/Actions	Accountable	CSP Ref
6.1.2A	Deliver and report on Council's financial assistance program.		
6.1.2Ai	Provide reports on Council's financial assistance program, including community grants, microgrants, venue hire program, heritage grants, event grants, event sponsorship and donations program.	Manager Community and Early Learning Services	6.1.2

**Strategy 6.2.1: Ensure the behaviour and decisions of councillors and staff is professional and ethical.**

Code	Deliverables/Actions	Accountable	CSP Ref
6.2.1A	Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and ARIC Charter.		
6.2.1Ai	Facilitate ARIC reports to Council on activities and functions, including an Annual Report from the ARIC Chair.	Chief Audit Executive	6.2.1
6.2.1Aii	Facilitate renewal or replacement of ARIC independent member by June 2025. Assessment to be completed prior to reappointment. If not renewed, recruit a new ARIC member to the Committee through an EOI process to replace outgoing member.	Chief Audit Executive	6.2.1
6.2.1Aiii	Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Charter requirements to be completed throughout the year.	Chief Audit Executive	6.2.1
6.2.1B	Promote and assist in creating an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance.		
6.2.1Bi	Complete the 2024/25 Audit Program.	Chief Audit Executive	6.2.1
6.2.1Bii	Implement any mandatory internal audit guidelines issued by the OLG.	Chief Audit Executive	6.2.1
6.2.1Biii	Continue rolling out governance-focused education, enhancing organisational frameworks, and implementing safeguards to ensure the Council promotes and enforces high ethical standards.	Head of Governance and Risk	6.2.1
6.2.1C	Implement and deliver a Councillor induction and professional development program to ensure the Mayor and Councillors are aware of the knowledge, skills and personal attributes expected of them in their civic roles under the Local Government Act 1993, and of the support Council should be providing to ensure they are able to effectively fulfil their roles.		
6.2.1Ci	Provide ample training and development opportunities (offered both externally and internally) to ensure diversity of choice and availability.	Manager Office of the General Manager	6.2.1
6.2.1Cii	Provide opportunities for a recommended minimum of 12 hours of skill and/or development training to be achieved by each Councillor annually.	Manager Office of the General Manager	6.2.1

**Strategy 6.2.2:** Maintain a sustainably strong financial position balanced with demand for essential services and new projects and having regard for Section 8(b)(d)(ii) of the Local Government Act (the current generation funds the cost of its services).

Code	Deliverables/Actions	Accountable	CSP Ref
6.2.2A	Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future.		
6.2.2Ai	Align the annual budget strategy to incorporate proposed new projects and programs and to facilitate financially sustainable decisions.	Chief Financial Officer	6.2.2
6.2.2B	Ensure the Long-Term Financial Plan incorporates strategic priorities and risks.		
6.2.2Bi	Ensure the annual Long Term Financial Plan adequately highlights emerging risks and outlined actions to remediate.	Chief Financial Officer	6.2.2
6.2.2C	Ensure financial policy and process improvements focus on the integrity of controls, improved data for business decisions and customer experience.		
6.2.2Ci	Expand payment channels and self-service online access for financial processes.	Chief Financial Officer	6.2.2

**Strategy 6.2.3:** Undertake effective risk management to manage risks that may arise.

Code	Deliverables/Actions	Accountable	CSP Ref
6.2.3A	Annually review Council's enterprise and operational risks.		
6.2.3Ai	Maintain the focus on education, awareness and mitigation with respect to risk management and increase Council maturity in regards to Council's Enterprise Risk Management framework.	Head of Governance and Risk	6.2.3
6.2.3Aii	Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee.	Head of Governance and Risk	6.2.3

**Strategy 6.2.4:** Ensure procurement policies and practices demonstrate best practice in probity assurance and legislative compliance.

Code	Deliverables/Actions	Accountable	CSP Ref
6.2.4A	Review procurement policy and practice through the Local Government Procurement Program.		
6.2.4Ai	Focus on procurement and contracts governance strategies and practices via continued training, reporting and awareness.	Chief Financial Officer	6.2.4

**Strategy 6.2.5:** Undertake effective management of council's digital framework to enable responsive and timely services and information.

Code	Deliverables/Actions	Accountable	CSP Ref
6.2.5A	Implement the Digital Resourcing Management Plan.		
6.2.5Ai	Continue to implement digital transformation initiatives that improve our e-planning, regulatory and asset management services.	Chief Information Officer	6.2.5
6.2.5Aii	Engineering Trust through the implementation of the independent information security audit program, to build business resilience and safeguard Council's information.	Chief Information Officer	6.2.5
6.2.5Aiii	Implement Annual program of funded initiatives for organisational plans of Council: - Customer and Digital Experience Program - Cultural Program - 2030 Library Strategy - 2021-2031 Early Learning Services Strategy.	Chief Information Officer	6.2.5
6.2.5Aiv	Review Council's Enterprise architecture to future proof and enable secure, scalable information services.	Chief Information Officer	6.2.5

**Strategy 6.3.1:** The community is informed, has access to information and Council reports and reports from other levels of government, institutions and organisations pertaining to Georges River are made public.

Code	Deliverables/Actions	Accountable	CSP Ref
6.3.1A	Maintain online public registers as required under the Government Information (Public Access) Act 2009 (GIPA) and Designated Persons disclosure returns (section 4.21-4.27 of Council's Code of Conduct).		
6.3.1Ai	Continue to maintain online public registers as required including gifts and benefits and Councillor disclosures of interest returns.	Head of Governance and Risk	6.3.1
6.3.1B	Report to the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.		
6.3.1Bi	Continue reporting statistics to the Office of Local Government, NSW Ombudsman and the Information Privacy Commission in accordance with statutory reporting requirements and Council's Procedures for the Administration of the Code of Conduct and Public Interest Disclosures Reporting Policy.	Head of Governance and Risk	6.3.1
6.3.1C	Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan.		
6.3.1Ci	Communicate Council's progress against the Community Strategic Plan, Delivery Program and Operational Plan.	Manager Office of the General Manager	6.3.1
6.3.1D	Provide live webcasting of all Council and Committee meetings.		
6.3.1Di	Recordings of all Council and Committee meetings to be available on Council's website for a period of four years (from 2021 onwards).	Manager Office of the General Manager	6.3.1
6.3.1E	Maintain online records of Council and Committee papers and minutes.		
6.3.1Ei	Ensure the unconfirmed minutes of each meeting of Council are published on Council's website within five business days.	Manager Office of the General Manager	6.3.1



**Strategy 6.4.1:** Implement leading people practices to create a high performing, capable and resilient workforce.

Code	Deliverables/Actions	Accountable	CSP Ref
6.4.1A	Implement a Workplace Health and Safety System to support a well and safe workplace.		
6.4.1Ai	Evaluate Work, Health and Safety (WH&S) procedures and implement effective controls to manage WH&S risks.	Manager People and Culture	6.4.1
6.4.1B	Implement the 2022-2026 Workforce Management Plan.		
6.4.1Bi	Enhance and refine Council's Performance Excellence Program to achieve leading practices in reviewing, managing and recognising performance, fostering an environment where employees are engaged, aligned and motivated to excel in their roles.	Manager People and Culture	6.4.1
6.4.1Bii	Design and Implement Council's Diversity, Inclusion and Belonging Strategy to ensure a diverse and inclusive workplace that supports and develops great people from diverse backgrounds, ensuring our people feel valued and are showing up to work as their best self.	Manager People and Culture	6.4.1
6.4.1Biii	Refine and strengthen Council's wellness and belonging program to drive a healthier, happier and more productive and engaged workforce, and promote Council as an employer of choice.	Manager People and Culture	6.4.1
6.4.1Biv	Design and Implement Council's Talent Acquisition and Retention Strategy to drive greater diversity and ensure we have the right people in the right roles with the right capabilities.	Manager People and Culture	6.4.1
6.4.1Bv	Design a modern and future ready flexible working scheme, embracing flexibility for success, by establishing flexible working arrangements that truly promote flexibility across our diverse workforce.	Manager People and Culture	6.4.1

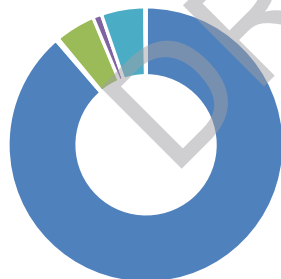
## Performance Indicators

Measures	Annual Target	Responsibility
Actual year-to date income is no more than +/- 5% from the year-to-date approved budget.	-5% under budget	Chief Financial Officer
Actual year-to-date expenditure is no more than +/- 5% from the year-to-date approved budget.	-5% under budget	Chief Financial Officer
Investment portfolio returns for the past 12 months exceeding industry benchmark as disclosed by CPG.	Benchmark Exceeded	Chief Financial Officer
Rates and annual charges outstanding	<5%	Chief Financial Officer
Percentage compliance with statutory and legislative reporting requirements (Office of Local Government Compliance Calendar).	= 100%	Head of Governance and Risk
Percentage of WHS Incident Management Corrective Actions finalised within agreed times	≥ 60%	Manager People and Culture
Percentage of Cyber Threats blocked	>95%	Chief Information Officer
Cyber Threat Preparedness	≥ 90%	Chief Information Officer
Percentage of Critical devices on Council's network fully patched	≥ 90%	Chief Information Officer
Percentage of correspondence responded to within 14 days.	> 80%	Manager City Life
Percentage of complaints completed within agreed times.	≥ 90%	Manager City Life
Percentage of customers satisfied with the overall experience with their customer requests to Council.	≥ 80%	Manager City Life
Customer satisfaction with face-to-face interaction at Council operated facilities.	≥ 80%	Manager City Life
Council's overall Customer Experience rating	≥ 65%	Manager City Life
Percentage of customer requests completed within agreed times.	≥ 80%	Manager City Life
Percentage of legal cases determined in accordance with Council's corporate and strategic objectives including successful prosecutions (convictions) and/or fines for major environment offences, including tree breaches.	> 75%	Manager Legal Services
Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate.	= 100%	Manager Legal Services
Council decisions made at meetings closed to the public.	< 10%	Manager Office of the General Manager
Council Meeting business papers to be publicly available on Council's website at least three days prior to each meeting.	≥ 3	Manager Office of the General Manager
Percentage of Committee Meeting business papers publicly available on Council's website at least three days prior to each meeting.	=100%	Manager Office of the General Manager
Number of registered speakers at Council Meetings.	> 5	Manager Office of the General Manager
Number of registered speakers at Committee Meetings.	> 0	Manager Office of the General Manager

## 2024/25 Budget

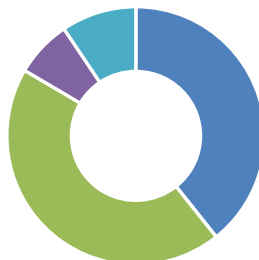
	Budget 2024/25 \$,000
<b>Operating Revenue</b>	
Rates and Annual Charges	89,460
User Charges and Fees	297
Interest Income	4,772
Other Operating Revenues	1,032
Operating Grants and Contributions	5,190
Profit on Sale of Assets	110
<b>Total Operating Revenue</b>	<b>100,861</b>
<b>Operating Expenditure</b>	
Employee Costs	14,270
Interest Charges	1
Materials and Services	16,007
Depreciation and Amortisation	2,585,
Other Operating Expenses	3,415
<b>Total Expenditure</b>	<b>36,278</b>
Capital Grants and Contributions	-
<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>64,583</b>

## INCOME



- Rates and Annual Charges
- User Charges & Fees
- Interest
- Other Revenues from Ordinary Activities
- Operating Grants and Contributions
- Capital Grants and Contributions
- Net Gain on Disposal of Assets

## EXPENDITURE



- Employee Costs
- Interest Charges
- Materials & Services
- Depreciation
- Other Expenses

## Financial Estimates

### About the 2024/25 Budget

The annual budget adopted by Council forms our Long-Term Financial Plan (LTFP) which is an essential tool for securing sustainability.

As per the relevant legislation, financial decision making is to give due consideration to promoting the financial sustainability of Council through:

- The progressive elimination of operating deficits
- The establishment of a clear revenue path for all rates linked to specific expenditure proposals
- Ensuring that any proposed increase in services and/or assets is within the financial means of Council, or pursue a Special Rate Variation
- Ensuring the adequate funding of infrastructure maintenance and renewal
- The use of borrowing is appropriate and financially responsible
- The fair and equitable distribution of the rate burden across all ratepayers.

The 2024/25 Budget has been developed based on the 2024/25 Budget Strategy and the Independent Pricing and Regulatory Tribunal (IPART) approval for a Special Rate Variation.

A requirement of our approved Special Rate Variation from IPART is to identify \$12 million in permanent cost containment and efficiencies over the period of 2022/23 to 2024/25, however due to high levels of inflation, increases to employee costs under the current award and other unforeseen events such as inclement weather and the global pandemic, these permanent cost reductions and efficiencies have proved difficult to achieve.

The 2024/25 Budget will be the third year Council is forecast to achieve a surplus and difficult prioritisation of valued services, projects and programs will be essential in achieving financial sustainability and compliance with Council's legislative obligations.

After a number of years with constraints to Council's cash contribution to funding capital projects, the 2024/25 draft budget includes increased Council contribution to critical asset classes, such as roads, footpaths, and buildings.

This increase in Council's contribution is attributed to the adopted budget surplus in the previous years spanning 2022/23 and 2023/24. Other capital projects have been prioritised to focus on grant and contribution funded projects along with high priority critical asset renewal programs.

In order to achieve the \$2.1 million surplus target, the budget has been prepared on the following strategy:

- Objective of achieving an operating surplus with future years projection as per the adopted LTFP.
- Application of the approved Special Rate Variation of 5.8%.
- Cost reduction strategy applied to both employee costs and materials and services, with an aim of totalling \$4 million.
- Service levels have been capped to align with constrained resources and achieve the operating surplus adopted in the LTFP.
- Award increase is 3.5% (\$1.8 million), plus Superannuation increase 0.5% to 11.5% (\$300,000 annually) and Award Bonus Scheme of \$1,000 (\$500,000)
- The employee costs reduction strategy has been amended to be based on a natural vacancy rate of 6.5% and a 16-week recruitment trend, rather than enforced holds.

- Two-week Christmas shutdown that includes the provision of three grant days.
- A CPI increase of 3.0% has been applied across a broad range of materials, services and expenses, in line with published ABS forecast assumptions.
- Income projections are based on business as usual.
- Subsidies are proposed to be applied to Council's premium facilities and community facilities.
- Investment interest income has been projected to be maintained at current levels for the next 12 months based on the current rate of return and cash levels.
- Domestic waste charges have increased, with a cost recovery strategy being applied.
- The mandatory (legislated) pensioner rebate has been maintained at \$1 million.
- Depreciation is forecast to increase by \$2.9 million due to construction of new assets, immaterial disposal of assets, asset condition deterioration and the rising cost of replacement.
- Eligible Fees and Charges have been set at a 5% increase to ensure cost recovery of the material cost increases.
- Council's rates default level has been assumed to stay within benchmark parameters of less than 5%.
- The Councillor Discretionary Ward fund of \$75,000 has been included as part of the budget strategy.
- Insurance premiums have been set to increase based on natural disaster, cost of replacement, new assets, heightened risk environment, etc.
- Community and sporting group rental subsidies remain unchanged (\$1.5 million in forgone income).
- Subsidies around the Venue hire program remains unchanged (approximately \$430,000 in forgone income).
- Childcare fees have been set to comply with the Childcare Policy of cost neutral operating budget.
- Strategic land acquisitions for open space have not been included in the budget due to uncertainty around when these will occur. If there is an opportunity for acquisitions these will seek the relevant budget approval in a separate report to Council.
- Budget bids have been selected and prioritised based on legislative, strategic and safety drivers with over \$4.5 million in additional operational projects, bids or other costs deferred/removed/reduced in 2024/25.
- The multiyear Capital Program Budget has increased from the recently revised budget of \$96.9 million, which covers 2022/23 to 2024/25, to a \$107.4 million budget to occur from 2024/25 to 2026/27. Any capital works budgeted to occur in 2023/24, that do not get completed, will be added to the \$107.4 million program as part of the carryover process in 2024/25.
- A number of operational and capital project submissions have been deferred. These can be considered in future operational plans, as and when Council's priorities and financial situation changes. The list of deferred projects and can be found in Appendix 1.

Based on this approach, the adopted surplus of \$2.1 million remains on track to deliver future year surpluses in the medium term. The later years of the Long-Term Financial Plan (LTFP) indicate a deficit position will occur (shown as Model 1 in the Resourcing Strategy) and will need to be addressed in the coming years.

Full details of Council's 10-year LTFP, which includes the budget result, are outlined in the Resourcing Strategy.

#### Capital Program

The revised program has been developed by established clear priorities. All projects included in the 2024/25 Capital Program:

- Prioritise Infrastructure Renewal Programs, such as: transport, stormwater, open space, building and others.
- Align to the Resourcing Strategy and Long-Term Financial Plan
- Have an identified eligible funding source(s)
- Adhere to strategic asset management principles and practices.
- Link to a Plan of Management (POM), Master Plan, Council Strategy/Plan and/or Stakeholder Plan
- Support Council's recently adopted Environmental Resilience Action Plan 2022-2040.

Funding for the 2024/25 program is based on a mix of grant funding, developer contributions and external reserves, with use of general revenue focused on roads and critical safety program items and capitalised salaries. The following list highlights some of the projects that are being proposed for 2024/25:

- Street Sign Replacement Program
- Kerb and Gutter Rehabilitation Program
- Road Rehabilitation Program
- Transport Facilities Program
- Stormwater Relining Program
- Parks Fence Renewal Program
- Playground and Playspace Renewal Program
- Recreational cycle network
- Beverley Park Catchment Works
- Childcare Centre Building Renewal
- Donnelly Park Foreshore Protection & Environmental Enhancement
- Lugarno Passive Watercraft Launching Facility

The following projects will continue into 2024/25:

- Olds Park Premium Sporting Facility
- Hardiman Reserve (former Oatley Bowling Club site) Works
- Carss Park Pool Site Decontamination and Remediation works
- Riverwood High Pedestrian Activity Area.

### Budgeted Income Statement

	2024/25 BUDGET	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating Revenue</b>					
Rates and Annual Charges	129,024	139,399	142,367	145,352	148,400
User Charges and Fees	17,143	17,658	18,081	18,498	18,923
Interest and Investment Revenue	9,500	6,979	7,407	6,310	6,618
Other Revenues	14,535	14,972	15,332	15,684	16,046
Operating Grants and Contributions	12,655	13,036	13,350	13,657	13,972
Profit on Sale of Assets	560	560	560	560	560
<b>Total Operating Revenue</b>	<b>183,417</b>	<b>192,604</b>	<b>197,097</b>	<b>200,061</b>	<b>204,519</b>
<b>Operating Expenditure</b>					
Employee Costs	69,014	71,284	72,827	74,988	77,215
Interest Charges	1	1	2	3	3
Materials and Contracts; and Other Expenses	81,883	87,086	89,177	91,228	94,427
Depreciation and Amortisation	30,461	31,718	33,394	34,595	35,861
<b>Total Expenditure</b>	<b>181,359</b>	<b>190,089</b>	<b>195,977</b>	<b>201,409</b>	<b>208,119</b>
<b>Operating Result before Capital Revenue</b>	<b>2,058</b>	<b>2,515</b>	<b>1,697</b>	<b>(753)</b>	<b>(2,988)</b>
<b>Capital Grants and Contributions</b>	<b>20,020</b>	<b>20,621</b>	<b>21,116</b>	<b>21,602</b>	<b>22,098</b>



## Budgeted Statement of Financial Position

	2024/25 BUDGET	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash, Cash Equivalents and Investments	260,921	277,033	294,573	310,582	325,977
Receivables	12,103	12,163	12,490	12,543	12,851
Less: Provision for Impairment	(505)	(559)	(614)	(670)	(727)
Inventories	170	175	180	184	188
Other	550	550	550	550	550
<b>Non-current Assets</b>					
Property, Plant and Equipment	1,614,905	1,622,604	1,628,642	1,633,494	1,637,095
Investment Property	29,026	29,026	29,026	29,026	29,026
Intangible Assets	0	0	0	0	0
Right of Use Assets	26	68	96	109	107
<b>Total Assets</b>	<b>1,917,196</b>	<b>1,941,060</b>	<b>1,964,943</b>	<b>1,985,818</b>	<b>2,005,067</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	(29,239)	(29,354)	(29,990)	(29,429)	(28,965)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)
Borrowings	0	0	0	0	0
Unexpended Operating Grants	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Unexpended Capital Grants	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Accruals and Provisions	(17,017)	(17,577)	(17,957)	(18,490)	(19,039)
<b>Non-Current Liabilities</b>					
Borrowings	0	0	0	0	0
Lease Liabilities	20	(34)	(88)	(142)	(196)
<b>Total Liabilities</b>	<b>(54,280)</b>	<b>(55,009)</b>	<b>(56,079)</b>	<b>(56,105)</b>	<b>(56,244)</b>
<b>EQUITY</b>					
Accumulated surplus	(1,525,856)	(1,548,991)	(1,571,804)	(1,592,653)	(1,611,763)
Revaluation Reserve	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)
<b>Total Equity</b>	<b>(1,862,916)</b>	<b>(1,886,051)</b>	<b>(1,908,864)</b>	<b>(1,929,713)</b>	<b>(1,948,823)</b>

## Budgeted Statement of Cash Flows

	2024/25 BUDGET	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>OPERATING ACTIVITIES</b>					
<b>Receipts</b>					
Rates and Annual Charges	129,929	139,086	142,277	145,263	148,308
User Charges and Fees	17,032	17,587	18,023	18,441	18,865
Grants and Contributions	12,610	12,994	13,316	13,623	13,938
Cash received, not recognised as Revenue	500	500	500	500	500
Cash received in Previous year, recognised as Income in Current	(500)	(500)	(500)	(500)	(500)
Other	14,444	14,889	15,263	15,616	15,977
<b>Payments</b>					
Employee Benefits and On-Costs	(67,841)	(70,724)	(72,447)	(74,455)	(76,666)
Materials and Services	(75,555)	(82,909)	(84,296)	(87,432)	(90,435)
Other	(4,783)	(4,013)	(4,195)	(4,305)	(4,403)
Borrowing Costs	(1)	(1)	(2)	(3)	(4)
<b>Net Cash Provided from Operating Activities</b>	<b>25,835</b>	<b>26,909</b>	<b>27,939</b>	<b>26,748</b>	<b>25,580</b>
<b>INVESTING ACTIVITIES</b>					
<b>Receipts</b>					
Investment & Interest Revenue Received	8,889	7,428	7,331	6,505	6,563
Capital Grants & Contributions	20,020	20,621	21,116	21,602	22,098
Cash received, not recognised as Revenue	2,100	2,100	2,100	2,100	2,100
Cash received in Previous year, recognised as Income in Current	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Proceeds from Sale of Assets	1,200	1,200	1,200	1,200	1,200
<b>Payments</b>					
Capital Works and Purchase of Fixed Assets	(39,835)	(40,000)	(40,000)	(40,000)	(40,000)
Lease Payment (Principal) on Right of Use Assets	(46)	(46)	(46)	(46)	(46)
<b>Net Cash Provided from Investing Activities</b>	<b>(9,772)</b>	<b>(10,797)</b>	<b>(10,399)</b>	<b>(10,739)</b>	<b>(10,185)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Receipts</b>					
Proceeds from Borrowings	0	0	0	0	0
<b>Payments</b>					
Loan Principal Payment	0	0	0	0	0
<b>Net Cash Provided from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Net/Increases/Decreases in Cash, Cash Equivalents and Investments	<b>16,063</b>	<b>16,112</b>	<b>17,540</b>	<b>16,009</b>	<b>15,395</b>
Opening Cash Balance – Beginning of the Year	244,858	260,921	277,033	294,573	310,582
<b>Total Cash, Cash Equivalents and Investments</b>	<b>260,921</b>	<b>277,033</b>	<b>294,573</b>	<b>310,582</b>	<b>325,977</b>

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## Projected Restricted Cash Reserves Balances

	2020/2021 Actual	2021/2022 Actual	2022/2023 Actual	2023/24 Revised Q2 Budget	2024/25 Budget
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Externally Restricted Closing Balances</b>					
Developer Contributions	73,720	82,270	98,848	97,528	110,593
Specific Purpose Unexpended Grants	3,701	8,143	11,831	11,831	9,331
Domestic Waste Management Reserve	20,336	20,913	21,640	13,527	13,565
Stormwater Management	1,263	1,804	2,004	2,105	1,185
Environmental Levy	93	93	93	93	93
Town Improvement Levy Funds	3,402	2,234	2,172	2,196	2,220
Infrastructure Plus	1,203	519	382	203	203
<b>Total Externally Restricted Balances</b>	<b>103,718</b>	<b>115,976</b>	<b>136,970</b>	<b>127,482</b>	<b>137,190</b>
<b>Internally Restricted Closing Balances</b>					
Employee Leave Entitlements	6,126	6,126	6,126	6,981	7,761
Plant and Vehicle Replacement	6,877	7,884	7,038	5,361	4,121
Election	1,623	1,823	1,812	2,012	1,112
Childcare Assets Reserve	1,014	956	956	566	0
Hurstville Golf Course	82	112	112	112	112
Financial Assistance Grant	2,350	3,614	5,309	5,309	4,500
Bonds and Damage Deposits	4,240	4,240	4,240	4,240	4,530
Merger Initiatives Allocation	1,388	1,388	1,388	538	538
Stronger Communities Fund	3,672	1,790	0	0	0
Assets, Roads and Infrastructure Management	3,702	6,514	15,289	18,547	28,389
Commercial Property	11,505	20,279	20,166	17,370	17,170
Strategic Centres	5,743	5,743	5,743	5,743	5,743
Revolving Energy	32	69	105	141	177
Tree Preservation	535	606	1,011	1,011	1,011
Aquatic Facilities	115	115	58	58	58
Outdoor Sports Fields Renewal Reserve	124	114	114	114	2,314
Heritage Building Grants Program Reserve	77	67	23	23	23
Street Lighting Project Reserve	152	179	179	179	179
Passenger Sustainable Fleet Reserve	0	31	31	31	31
Waste Strategy Implementation Reserve	0	168	2,550	2,550	2,550
Net Zero Emissions Reserve	0	0	102	102	102
Pooling Contributions Reserve	0	0	0	8,975	10,000
<b>Total Internally Restricted Balances</b>	<b>49,357</b>	<b>61,818</b>	<b>72,352</b>	<b>79,964</b>	<b>90,421</b>
<b>Total Restricted Cash Reserve Balances</b>	<b>153,075</b>	<b>177,794</b>	<b>209,322</b>	<b>207,446</b>	<b>227,611</b>
<b>Unrestricted Cash Balance</b>	<b>7,217</b>	<b>10,000</b>	<b>17,748</b>	<b>25,799</b>	<b>33,310</b>

## Key Performance Indicators

	Benchmark	2024/25 Budget	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
<b>Operating Performance Ratio</b>	<b>0%</b>	0.8%	1.0%	0.6%	-0.7%	-1.7%
<i>(Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)</i>						
<b>Own Source Revenue Generated (w/o Grant income)</b>	<b>&gt; 80%</b>	83.9%	84.2%	84.2%	84.1%	84.0%
<i>(Measures Council's dependence on Grants income)</i>						
<b>Unrestricted Current Ratio</b>	<b>&gt; 1.5x</b>	2.1	2.2	2.3	2.4	2.6
<i>(Measures Council's liquidity)</i>						
<b>Debt Service Cover Ratio</b>	<b>&gt; 2.0x</b>	No Debt	No Debt	No Debt	No Debt	No Debt
<i>(Measures Council's capacity to service debt)</i>						
<b>Capital Works &amp; Asset renewals</b>	<b>&gt; 1.1x</b>	0.7	0.6	0.6	0.6	0.6
<i>(Measures Council's expenditure on renewal of assets in relation to the annual Depreciation charge)</i>						
<b>Own Source Revenue Growth</b>	<b>&gt; 0%</b>	10%	5%	2%	1%	2%
<i>(Measures Council's increase of own source revenue)</i>						
<b>Debtor Days Outstanding - Rates</b>	<b>&lt; 30</b>	11.0	11.0	11.0	11.0	11.0
<b>Debtor Days Outstanding - Other Debtors (net of Rates)</b>	<b>&lt; 30</b>	41.0	40.0	40.0	39.0	39.0
<i>(Measures Council's management of Debtors)</i>						
<b>Debtor Collection Rate - Rates</b>	<b>= &gt; 100%</b>	100.7%	99.8%	99.9%	99.9%	99.9%
<b>Debtor Collection Rate - Other Debtors (net of Rates)</b>	<b>= &gt; 100%</b>	98.8%	100.3%	99.7%	100.0%	99.7%
<i>(Measures Council's Collection Rate of Debtors)</i>						
<b>Cash Coverage Ratio</b>	<b>&gt; 3 Mths</b>	8.3	8.4	8.7	8.9	9.0
<i>(Measures Council's Cash coverage of Expenditure)</i>						
<b>Remaining Useful Life of Assets</b>	<b>&gt; 60%</b>	62.0%	61.0%	59.9%	58.8%	57.7%
<i>(Expressed as a % of Gross Cost of Assets)</i>						
<b>Repairs &amp; Maintenance as a % of WDV of Assets</b>	<b>1%</b>	0.5%	0.5%	0.5%	0.5%	0.5%

## Capital Program Budget

Capital Program by Asset Class	2023/2024 Q2 Budget <sup>^</sup>	2024/25 Q2 Budget <sup>^</sup>	2024/25 Proposed Budget	2025/26 Proposed Budget	2026/27 Proposed Budget	2024/25-2026/27 Proposed Capital Program
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>New Assets</b>						
Buildings - Non Specialised	2,539	7,775	1,200	1,700		10,675
Buildings - Specialised	462					
Footpaths	968			1,500	3,000	4,500
Furniture and Fittings						
Open Space/Recreational	7,622	3,044	1,945	1,790		6,779
Operational Land Council Owned	6,279					
Other Structures						
Plant and Equipment						
Roads	2,482	170	4,900	1,880	1,880	8,830
Office Equip	527		295			295
Stormwater						
Various Plant and Equipment Other			440	350	350	1,410
<b>Sub-Total</b>	<b>20,879</b>	<b>10,989</b>	<b>8,780</b>	<b>7,220</b>	<b>5,230</b>	<b>32,219</b>
<b>Renewal of Assets</b>						
Buildings - Non Specialised	3416	1,620	7,236	3,084	1,550	13,490
Buildings - Specialised						
Footpaths	827	146	550	550	550	1,796
Furniture and Fittings						
Library Collections	442		460	460	460	1,380
Office Equip	420		480	420	420	1,320
Open Space/Recreational	10272	7,225	3,029	3,560	1,635	15,449
Other Structures						
Plant and Equipment	2300		1,800	1,800	1,800	5,400
Roads	8250		7,220	7,450	7,450	22,120
Stormwater	1690	390	2,170	2,170	2,170	6,900
Various Plant and Equipment Other			350	1,010	1,010	2,370
<b>Sub-Total</b>	<b>27,617</b>	<b>9,381</b>	<b>23,295</b>	<b>20,504</b>	<b>17,045</b>	<b>70,225</b>
Capitalised Project Salaries*	1,600		1,650	1,650	1,650	4,950
<b>Total</b>	<b>50,096</b>	<b>20,370</b>	<b>33,725</b>	<b>29,374</b>	<b>23,925</b>	<b>107,394</b>

\*Allocated to specific projects during the financial year.

<sup>^</sup> Asset re-classification has occurred since Q2 QBRS publication.

## 2024/25 Budget Bids (non-business as usual) – Inclusions and Deferrals

Project Title	Project classification	Directorate	Budget Status
Oatley to Como Active Transport Design	Capital	A&I	Included
Road Rehabilitation Program	Capital	A&I	Included
Kerb and Gutter Rehabilitation Program	Capital	A&I	Included
Transport Facilities Program	Capital	A&I	Included
Bus Stop Compliance Program	Capital	A&I	Included
Footpath Renewal Program	Capital	A&I	Included
Street Sign Replacement Program	Capital	A&I	Included
Active Transport Pathway Program	Capital	A&I	Included
Road Safety Renewal Program	Capital	A&I	Included
Streetscape Upgrade and Renewal	Capital	A&I	Included
Stormwater Relining Program	Capital	A&I	Included
Minor and Emergency Stormwater Works Program	Capital	A&I	Included
Parks Fence Renewal Program	Capital	A&I	Included
Carss Bush Park Tidal Pool Netting Renewal	Capital	A&I	Included
Marine Infrastructure Asset Management Program	Capital	A&I	Included
Tom Ugly's Point Reserve Marine Asset Renewal	Capital	A&I	Included
Open Space Lighting Renewal Program	Capital	A&I	Included
Minor Open Space Capital Renewal	Capital	A&I	Included
Renown Park Field Upgrades	Capital	A&I	Included
Playground and Playspace Renewal Program	Capital	A&I	Included
Accessway Renewals and Refurbishment Program	Capital	A&I	Included
Green Kyle Bay sporting and public amenities construction	Capital	A&I	Included
Lower Poulton Park Amenity Construction	Capital	A&I	Included
Building Design for Critical Renewal	Capital	A&I	Included
Building Minor Renewal Works Program	Capital	A&I	Included
Carss Park Narani Waterproofing	Capital	A&I	Included
Jack High Child Care Centre - Outdoor & Building Improvement	Capital	A&I	Included
Oatley West Childcare - Rectification Works	Capital	A&I	Included
Oatley West Childcare - Replacement of Passenger Lift	Capital	A&I	Included
Penshurst Long Day Care- Refurbishment of Kitchen, Bathrooms, Nappy Change Area	Capital	A&I	Included
Hurstville Entertainment Centre - Replacement of goods lift	Capital	A&I	Included
Hurstville Entertainment Centre Renewal	Capital	A&I	Included
Hurstville Aquatic Leisure Centre - Basketball Infrastructure Replacement	Capital	A&I	Included



Hurstville Aquatic Leisure Centre - Chemical Storage and Dosing Unit Replacement	<b>Capital</b>	A&I	Included
Hurstville Aquatic Leisure Centre Gym Equipment Replacement and Minor Works	<b>Capital</b>	A&I	Included
Hurstville Aquatic Leisure Centre - Mechanical and electrical renewal works	<b>Capital</b>	A&I	Included
Sans Souci Leisure Centre - Power Supply Upgrade	<b>Capital</b>	A&I	Included
Hurstville Civic Centre - Mechanical Renewal Works	<b>Capital</b>	A&I	Included
Hurstville Civic Centre - Replacement of Roof Waterproofing	<b>Capital</b>	A&I	Included
Hurstville Museum & Gallery - Demolish and replace Storage Shed and Shelter	<b>Capital</b>	A&I	Included
Hurstville Museum & Gallery-Building - external restoration	<b>Capital</b>	A&I	Included
Netstrata Jubilee Stadium - Eastern Amenities Block Replacement	<b>Capital</b>	A&I	Included
Netstrata Jubilee Stadium - Food Outlet Compliance Works	<b>Capital</b>	A&I	Included
Kogarah Civic Centre - Boiler and Services Upgrade	<b>Capital</b>	A&I	Included
Solar Installation Program	<b>Capital</b>	A&I	Included
Compliance and ongoing renewals for branch libraries	<b>Capital</b>	A&I	Included
Hurstville House Airconditioning Upgrade	<b>Capital</b>	A&I	Included
Hurstville House Lift Upgrade	<b>Capital</b>	A&I	Included
Heavy Vehicle & Mobile Plant Replacement Program	<b>Capital</b>	A&I	Included
Passenger Vehicle Replacement Program	<b>Capital</b>	A&I	Included
Riverwood High Pedestrian Activity Area Works	<b>Capital</b>	A&I	Included
Forest Road Hurstville Underground Power Design & construct recreational cycle network	<b>Capital</b>	A&I	Included
Beverley Park Water Sensitive Urban Design Implementation	<b>Capital</b>	A&I	Included
Carss Park Decontamination & Remediation	<b>Capital</b>	A&I	Included
Carss Bush Park Playspace Upgrade	<b>Capital</b>	A&I	Included
Charles Pirie Reserve Lighting Upgrade	<b>Capital</b>	A&I	Included
Kempt Field Playspace Relocation	<b>Capital</b>	A&I	Included
Lugarno Passive Watercraft Launching Facility	<b>Capital</b>	A&I	Included
Penshurst Park Operable Fence	<b>Capital</b>	A&I	Included
Olds Park - Shared Path & Pedestrian Lighting	<b>Capital</b>	A&I	Included
Donnelly Park Foreshore Protection & Environmental Enhancement	<b>Capital</b>	A&I	Included
Off Leash Dog Park Embellishments - Hogben Park	<b>Capital</b>	A&I	Included
Oatley Park Fence Construction	<b>Capital</b>	A&I	Included

Todd Park Sporting Complex	<b>Capital</b>	A&I	Included
Hardiman Reserve (former Oatley Bowling Club)	<b>Capital</b>	A&I	Included
Olds Park Premium Sporting and Community Facility	<b>Capital</b>	A&I	Included
Hurstville Library - Fire Safety and Building Defect Upgrades	<b>Capital</b>	A&I	Included
Gifford Park - Permanent Sporting, Amenities & Storage Facility	<b>Capital</b>	A&I	Included
Commercial Property Minor Renewals	<b>Capital</b>	BACS	Included
IMT Renewal Program	<b>Capital</b>	BACS	Included
Library Resource Renewal Program	<b>Capital</b>	C&C	Included
Beverly Hills Master Plans - QS Report for Public Domain Improvements for Contributions Plan Amendment	<b>Capital</b>	E&P	Included
Kogarah Strategic Centre Master Plan	<b>Capital</b>	E&P	Included
Kogarah Strategic Centre Master Plan	<b>Capital</b>	E&P	Included
LEP Program - Stage 3 - Commercial Centres Strategy Part 2	<b>Capital</b>	E&P	Included
Mortdale Master Plan Implementation - Preparation of DCP Controls and Contributions Plan Amendment	<b>Capital</b>	E&P	Included
Riverwood Master Plan Stage 1	<b>Capital</b>	E&P	Included
Ocean Street Kindergarten - refurbishment of laundry/toilet area	<b>Capital</b>	A&I	Deferred
Multi-functional and flexible programming space at Hurstville Library	<b>Capital</b>	A&I	Deferred
12 Merriman Street Kyle Bay- Noise suppression aircon and refrigeration plant	<b>Capital</b>	A&I	Deferred
Oatley Park Foreshore Upgrade Design	<b>Capital</b>	A&I	Deferred
Hurstville Oval Field Drainage	<b>Capital</b>	A&I	Deferred
2 Belgrave Street Kogarah - Boiler Replacement	<b>Capital</b>	A&I	Deferred
Hurstville Golf Course Club House furniture	<b>Capital</b>	A&I	Deferred
The Green (Merriman Reserve) Sporting and Public Amenities Construction	<b>Capital</b>	A&I	Deferred
Kogarah Civic Centre - Renewal Works	<b>Capital</b>	A&I	Deferred
Quarry Reserve Tennis Courts & Amenities Rejuvenation	<b>Capital</b>	A&I	Deferred
Building Upgrades - 1A Allen Street, South Hurstville	<b>Capital</b>	A&I	Deferred
Hurstville Entertainment Centre - Renovation Works	<b>Capital</b>	A&I	Deferred
Ken Rosewall Tennis Centre - Resurfacing Program	<b>Capital</b>	A&I	Deferred
Carpark Renewal Program 2024/25	<b>Capital</b>	A&I	Deferred
Riverwood Park - Sportfields Upgrade	<b>Capital</b>	A&I	Deferred
Speed Detection Program	<b>Capital</b>	A&I	Deferred
Hurstville House - Electrical Renewal Works	<b>Capital</b>	A&I	Deferred

Jubilee Stadium - Western Grandstand WiFi Project	<b>Capital</b>	A&I	Deferred
Connecting Black Forest Reserve, Beverly Hills Park & M5 Linear Park	<b>Capital</b>	A&I	Deferred
Upgrades to branch libraries	<b>Capital</b>	A&I	Deferred
Renovation of Hurstville House Ground Floor Bathrooms	<b>Capital</b>	A&I	Deferred
CCTV installation Hurstville Aquatic Leisure Centre	<b>Capital</b>	A&I	Deferred
Teams Meeting Room Pilot	<b>Capital</b>	BACS	Deferred
IMT - Replacing of ageing Staff Wi-Fi Equipment	<b>Capital</b>	BACS	Deferred
IMT - Disaster Recovery (DR) Asset Replacement	<b>Capital</b>	BACS	Deferred
Hurstville Entertainment Centre LED Screen	<b>Capital</b>	C&C	Deferred
Hurstville Auditorium - Marana Auditorium Chair Replacement	<b>Capital</b>	C&C	Deferred
Smart access for Merv Lynch Reserve artist studio and Carss Park artist cottage	<b>Capital</b>	C&C	Deferred
New Plans of Management - Crown Lands Reserves	<b>Capital</b>	E&P	Deferred
Mortdale Depot - Camera & Alarm Upgrade	<b>Capital</b>	OGM	Deferred
Gifford Park Building Hire for the Soccer Club	<b>Operating</b>	A&I	Included
Poultton Park synthetic fields infill top ups	<b>Operating</b>	A&I	Included
Hurstville Civic Precinct - Stage 2 Feasibility	<b>Operating</b>	BACS	Included
Connelly Street Car Park Penshurst - Redevelopment Feasibility Study	<b>Operating</b>	BACS	Included
Random and Suspicion Drug and Alcohol Testing Program	<b>Operating</b>	BACS	Included
Legacy System Migration	<b>Operating</b>	BACS	Included
CCTV Camera Proactive Maintenance Works	<b>Operating</b>	BACS	Included
AI Introduction into the workplace - Training and Tools	<b>Operating</b>	BACS	Included
Project Governance Audit - Resourcing	<b>Operating</b>	BACS	Included
Health and Staff Well-Being	<b>Operating</b>	BACS	Included
Additional budget for Lunar New Year	<b>Operating</b>	C&C	Included
online/app rostering platform	<b>Operating</b>	C&C	Included
Customer Contact Centre Solution	<b>Operating</b>	C&C	Included
Additional budget for translation services of key Council documents into easy English and/or community languages	<b>Operating</b>	C&C	Included
Carryovers to FY24/25 as at 30/01/2024 - \$250,000 remaining in relevant PUs	<b>Operating</b>	E&P	Included
Amendment to contributions plans	<b>Operating</b>	E&P	Included
LSPS Review	<b>Operating</b>	E&P	Included
Planning Agreements - economic and legal review	<b>Operating</b>	E&P	Included
Planning Proposals Assessment	<b>Operating</b>	E&P	Included

Coastal Management Program – Georges Riverkeeper	<b>Operating</b>	E&P	Included
Carbon Emissions Assessment and Certification	<b>Operating</b>	E&P	Included
Internal Investigation Process	<b>Operating</b>	OGM	Included
Review of Community Strategic Plan	<b>Operating</b>	OGM	Included
Organisational Service Reviews	<b>Operating</b>	OGM	Included
Graduate - Asset Management	<b>Operating</b>	A&I	Deferred
Hurstville Golf Course Maintenance	<b>Operating</b>	A&I	Deferred
Sporting fields renovation program	<b>Operating</b>	A&I	Deferred
Tree Canopy Increase Program	<b>Operating</b>	A&I	Deferred
Lease of Gym Equipment - Hurstville Aquatic Leisure Centre	<b>Operating</b>	A&I	Deferred
Turf Maintenance Fees - Outdoor Wickets at Norm O'Neill Cricket Training Centre	<b>Operating</b>	A&I	Deferred
Office Fit Out	<b>Operating</b>	A&I	Deferred
Temporary Sports Field Lighting at Charles Pirie Sporting Field.	<b>Operating</b>	A&I	Deferred
Purchase of Building Asset Maintenance System	<b>Operating</b>	A&I	Deferred
Emergency Operational Budget for Facilities and Open Spaces	<b>Operating</b>	A&I	Deferred
Operational budget Increase for roads maintenance CC 5156	<b>Operating</b>	A&I	Deferred
Operational budget Increase for Kerb and Gutter maintenance CC 5154	<b>Operating</b>	A&I	Deferred
Flood investigations Dawn and Issac Street, Gloucester, Mortdale industrial	<b>Operating</b>	A&I	Deferred
Lighting design and installation of street lights in response to customer requests/complaints about poor lighting level	<b>Operating</b>	A&I	Deferred
Storm water CCTV investigation	<b>Operating</b>	A&I	Deferred
Maintenance of pathway between upper and lower Gannons Park	<b>Operating</b>	A&I	Deferred
Archives Digitisation	<b>Operating</b>	BACS	Deferred
GIS Training to support Transition to the Cloud	<b>Operating</b>	BACS	Deferred
Waste Data Cleansing and Preparation	<b>Operating</b>	BACS	Deferred
iFerret (Corporate Search) - Additional Connectors One Drive, SharePoint and Teams	<b>Operating</b>	BACS	Deferred
Additional Expertise to support the next, "Go to Market" phase of the Enterprise Systems Review	<b>Operating</b>	BACS	Deferred
Commercial Car Parking - Electric Vehicle Charging - Cost Benefit Analysis	<b>Operating</b>	BACS	Deferred
Snap Send Solve integration with Technology One	<b>Operating</b>	BACS	Deferred
Compliance Officer Digital Images Storage	<b>Operating</b>	BACS	Deferred
Cyber Security Resourcing	<b>Operating</b>	BACS	Deferred

Internet connection, Firewall and content filtering in Hurstville and Kogarah Library for public usage	<b>Operating</b>	BACS	Deferred
On-going funding of casual GIPA officer	<b>Operating</b>	BACS	Deferred
Employee Assistance Program (EAP) Expansion	<b>Operating</b>	BACS	Deferred
Australasian Management Challenge Participation	<b>Operating</b>	BACS	Deferred
External Review of Procurement Suite of Contracts	<b>Operating</b>	BACS	Deferred
Hurstville Museum & Gallery - Permanent exhibition upgrade	<b>Operating</b>	C&C	Deferred
Hurstville Museum & Gallery - collection valuation project	<b>Operating</b>	C&C	Deferred
Create Georges River - Cultural benchmarking survey	<b>Operating</b>	C&C	Deferred
Additional budget for hiring Christmas decorations for town centres	<b>Operating</b>	C&C	Deferred
Consultant to prepare and assess Development Applications for Events	<b>Operating</b>	C&C	Deferred
Customer Experience (CX) consultancy and Biennial benchmarking	<b>Operating</b>	C&C	Deferred
Consultant to prepare and assess Development Applications for Events	<b>Operating</b>	C&C	Deferred
Heritage Study to review heritage items in the GRLEP 2021 and identify any potential new items across the whole LGA	<b>Operating</b>	E&P	Deferred
Updated heritage assessment of Carss Bush Park	<b>Operating</b>	E&P	Deferred
Aboriginal Heritage Study and Management Strategy - Council resolution dated 26/07/2021	<b>Operating</b>	E&P	Deferred
Glenlee Aboriginal and Natural Heritage Significance Assessments	<b>Operating</b>	E&P	Deferred
CCL011A-22 - Council resolution to prepare a Heritage Assessment for 247 Princes Highway, Carlton - Old Kogarah Inn	<b>Operating</b>	E&P	Deferred
Continue the Affordable Housing Contributions Scheme Project - for LGA wide & its implementation into Council's T1 system	<b>Operating</b>	E&P	Deferred
Heritage Local Building Grants 24/25 to 25/25 (18 months)	<b>Operating</b>	E&P	Deferred
Park Regulatory Signage	<b>Operating</b>	E&P	Deferred
Companion Animal Identification and De-sexing Program	<b>Operating</b>	E&P	Deferred
Wildlife Protection Area implementation (cat control)	<b>Operating</b>	E&P	Deferred
Urban Heat Benchmarking in Georges River LGA	<b>Operating</b>	E&P	Deferred
Commemorative tree giveaways	<b>Operating</b>	E&P	Deferred
Urban Heat Benchmarking in Georges River LGA	<b>Operating</b>	E&P	Deferred

Feral Animal Control - Foxes	<b>Operating</b>	E&P	Deferred
Kingsgrove Solar Installation Plan	<b>Operating</b>	E&P	Deferred
Gas Management Plan	<b>Operating</b>	E&P	Deferred
Sustainable Design guide	<b>Operating</b>	E&P	Deferred
Sustainable Design guide	<b>Operating</b>	E&P	Deferred
Tree Replacement Inspection Program	<b>Operating</b>	E&P	Deferred
Subpoena and notice compliance	<b>Operating</b>	OGM	Deferred
New website for Georges River Council	<b>Operating</b>	OGM	Deferred
Citizen's Jury	<b>Operating</b>	OGM	Deferred
Community Engagement Translation	<b>Operating</b>	OGM	Deferred

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## Rating and Revenue Policies

### Rating Structure

Council's rate revenue is regulated by the NSW Government and this arrangement is known as rate pegging. Rate pegging limits the amount that Council can increase its total annual rate revenue from one year to the next. Any increases above the rate peg, require approval by the Independent Pricing and Regulatory Tribunal (IPART) and are known as a Special Rate Variation.

Following extensive consultation with the community over a number of years, Council received formal approval from IPART on its New Rates application in May 2021. The New Rates application included:

- Retaining the expiring former Hurstville City Council's Special Rate Variation
- Increasing Council's total rate income over the next five years to maintain service standards (5.8% per year for five years)
- A single, fair, equitable and consistent rating system for the entire Georges River Area
- Identifying \$12 million in ongoing savings over the three year period from 2022/23 to 2024/25 (\$4 million per year).

Alternatives to the New Rates application were explored with the community and Council. There was no support for a larger increase, a reduction in services and/or reduction of staff levels. The rate increase was the only feasible option to maintain existing levels of service. Without the rate increase, Council's financial position was significantly challenged.

Any new/expanded services, a larger capital works program or additional staffing level would require an additional Special Rate Variation, or corresponding reduction to the current service portfolio/levels to offset.

2024/25 is the fourth rating year Council will be applying the Special Rate Variation of 5.8% to increase its total annual rate revenue from the previous year.

### Land Values

Each year, the annual rate revenue distribution is calculated based on a property's latest valuation received from the NSW Valuer-General. Council cannot make and levy a rate in respect of a parcel of land unless furnished with a valuation of that land under the Valuation Land Act 1916.

Every three years, the NSW Valuer General provides new land values for Council to use in calculating and distributing rates. 2024/25 will be the second rating year Council will be applying the land values undertaken on 1 July 2022.

Changes to land valuations will impact on the distribution of rates payable by individual households or businesses. Though, increases/decreases in land values do not necessarily lead to similar increases/decreases in rates, as land values are used to fairly distribute and calculate Council's annual rate revenue across ratepayers.

### Categorisation of land for the purposes of ordinary rates

Council determines rating categories for rating purposes in accordance with Sections 514 - 529 of the LG Act and Local Government (General) Regulation 2005 (the Regulations).

### Non-rateability

Council deems land to be non-rateable strictly in accordance with Sections 555 and 556 of the LG Act.



### Residential and business categories

The LG Act only allows four available categories for rateable land, including farmland and mining, which are not applicable within the Georges River Council LGA. All rateable land within this LGA are categorised as either residential or business. As noted within Section 518 of the LG Act, land that does not satisfy the criteria to be deemed residential, farmland or mining will be categorised and rated as business. The business category applies to land that is used for industrial and commercial operations and can also include car spaces and storage lots.

Council will use the plans approved under a development application or building application as a bases for determining the initial categorisation of a property, unless other more relevant information is available. The ratepayer will be advised through the issue of an annual or supplementary rate notice.

### Mixed development

There are instances where a property is used for both residential and business purposes. If applications are submitted to and approved by the Valuer General NSW, Council will be advised of the residential and business rate portions to enable a mixed rate to be levied.

### Change of category for rating purpose

A review of the categorisation of land for rating purposes may arise in response to a ratepayer request (application), or because Council elects to review one or a number of parcels of land or because it believes that the current categorisation may be incorrect. Council may request further information and or access to inspect the property to assist with making this determination.

Applications for a change in categorisation of land for rating purposes must be made on the approved form that can be found on Council's website.

The ratepayer will be formally advised in writing of the outcome and where applicable, will receive an annual or supplementary rate notice.

Ratepayers with a property that is used for both a business and residential purpose should also make an application for a change in categorisation of land for rating purposes on the approved form if they wish to change from one category to mixed use rating.

### Rating new parcels of land

Council will, upon registration of a new strata plan or deposited plan re-rate the property(s) from the first day of the subsequent financial quarter in which the subdivision or consolidation was registered. Conversely, rates will be reversed off the original (parent property/s) from the last day of the financial quarter in which the plan was registered.

The application of pro-rata rates and charges is consistent with quarterly instalment billing as per Section 562 of the LG Act. The Council will issue a notice for the new parcel/s for the current rating year.

### Postponement of rates

Where a property is used as a single dwelling but, due to zoning or permitted use has a land value that reflects the potential use rather than the actual use, we will provide a postponement of rates in accordance with Section 591 of the LG Act. These postponed rates, together with the accrued interest, are abandoned after five years unless the use of the property changes; at that point the rates become payable.

### Aggregation of land parcels (lots) for the purposes of ordinary rates – rating of car spaces and storage lots

Where a lot for a strata unit includes part lots for car and/or storage lots, only one rateable valuation exists and therefore only one rate is calculated on the total value of the unit, car and storage lots.

Where car and/or storage lots are separately titled, they attract their own unit entitlement and rateable value separate from the strata unit. In this circumstance, Council may allow the rateable values to be aggregated and a single rate to be levied on the combined rateable value in accordance with Section 548A of the LG Act, subject to the limitations below.

- All lots are used in conjunction by the occupier of the unit (the Lots are not leased out separately)
- The ownership of each lot is exactly the same on the certificate of title
- The lots are within the same strata plan.

The levying of rates on the combined rateable value will commence from the subsequent financial quarter following receipt of the application and payment of the applicable fee.

### Refund of additional payments

Refunds may be made on request for overpayments. Refunds for payments made in advance for instalments may be subject to a refund fee.

### Rate Structure Summary

The following table provides a summary of the 2024/25 rates structure. It shows the number of rateable properties within each of the rating categories (and subcategory), listed according to those to be rated at the minimum amount, and the rate in the dollar applicable to the category.

2024/25 Rate Structure	Rate in \$	No. of Properties
<b>Residential</b>		
Georges River Council - Ordinary Ad-valorem	0.0012376	26,717
Georges River Council - Ordinary Minimum	1,057.00	28,705
<b>Subtotal Residential</b>		<b>55,422</b>
<b>Business</b>		
Business General - Ordinary Ad-valorem	0.0028006	320
Business General - Ordinary Minimum	1,203.80	151
Business Industrial - Ordinary Ad-valorem	0.003444	570
Business Industrial - Ordinary Minimum	1,203.80	464
Business Local - Ordinary Ad-valorem	0.0037579	657
Business Local - Ordinary Minimum	1,203.80	152
Business Major Shopping Complex - Ordinary Ad-valorem	0.0118410	8
Business Major Shopping Complex - Ordinary Minimum	1,641.60	0
Business Strategic Centres - Ordinary Ad-valorem	0.0038908	482
Business Strategic Centres - Ordinary Minimum	1,641.60	900
<b>Subtotal Business</b>		<b>3,704</b>
<b>Total</b>		<b>59,126</b>

## Debt Management and Hardship policy

### ***Pensioner rebate policy***

Holders of a Pensioner Concession Card who own and occupy a rateable property are eligible for a pensioner concession. The Local Government Act provides for a pension rebate of up to 50 per cent of the aggregated ordinary rates and domestic waste management service charges, to a maximum of \$250.

Under the State's mandatory Pensioner Concession Scheme, the State Government reimburses Council 55% of the rates and charges written off and Council funds the remaining 45%.

The granting of the Statutory Pensioner Rebate, to eligible pensioners, is limited to the current financial year and up to 12 months before the submission date (where relevant).

### ***Interest on Overdue Rates***

Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the LG Act. Council will adopt the maximum interest rate permitted by the Minister for Local Government for the 2024/25 financial year.

### ***Hardship Assistance***

Council is mindful of the need to support residents and businesses within our community experiencing genuine financial hardship. Council has a Debt Management and Hardship Policy to support the community during these situations.

The following assistance options can be sought through an application to Council.

- Extension of due date and interest free periods
- Development of a payment plan, instalment plans or deferral plans
- Waiving or reducing accrued interest

Businesses renting the property and seeking rates relief will require their landlord to apply to Council for hardship assistance.

## Rating Classification Maps

### Business Sub-Category – Strategic Centres

*Hurstville CBD*



*Kogarah CBD*



### Business Sub-Category – Major Shopping Complex



### Business Sub-Category – Industrial

*Beverly Hills*



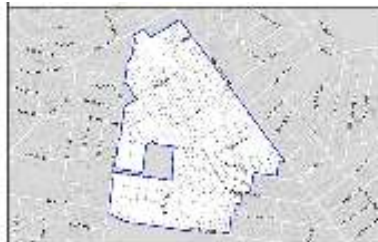
*Carlton*

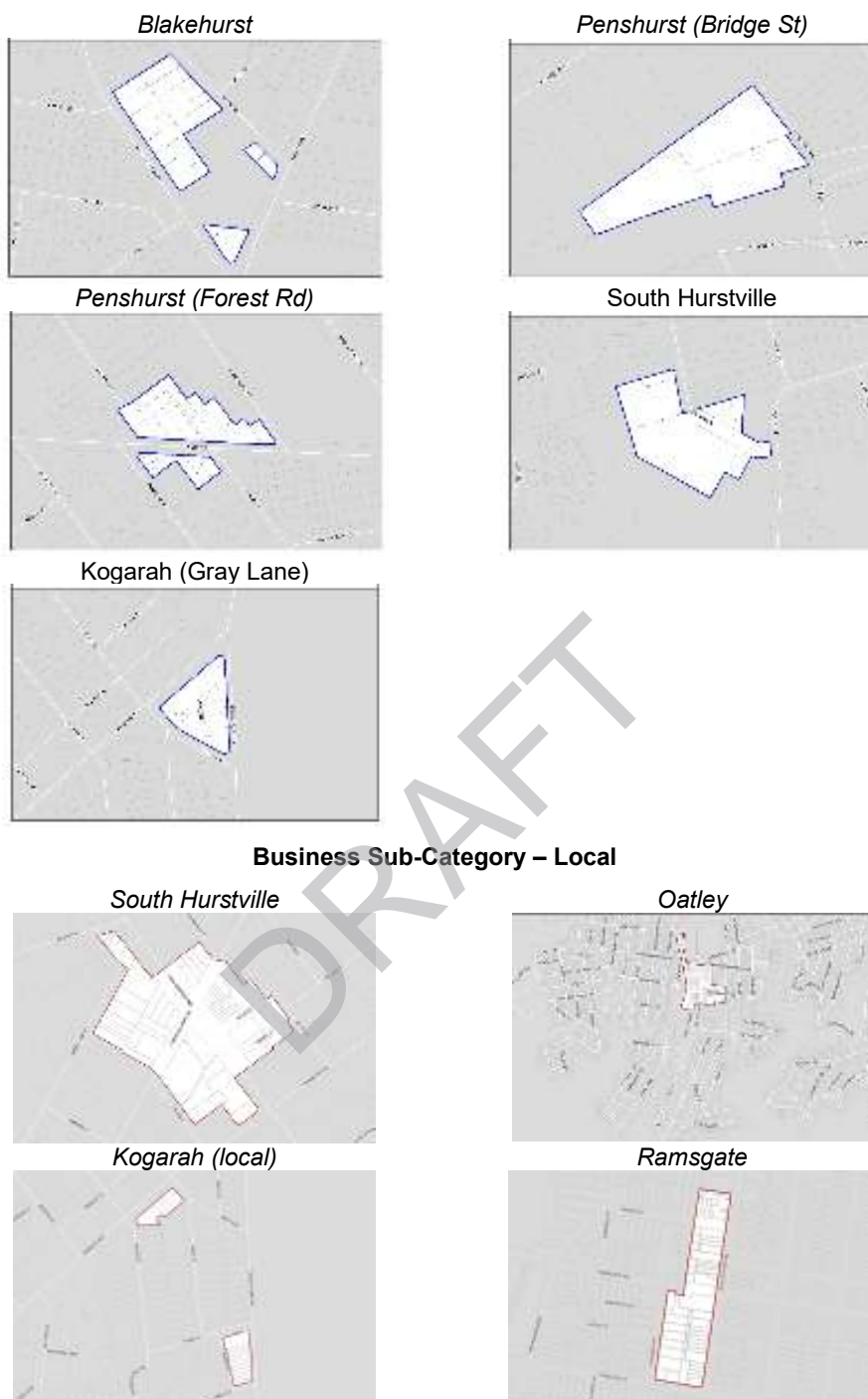


*Kingsgrove*



*Peakhurst*





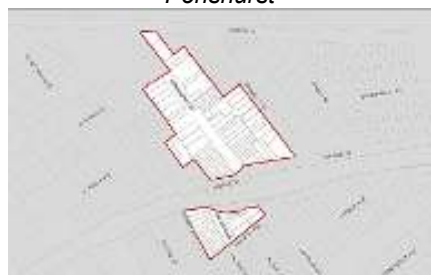
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*Kyle Bay*



*Penshurst*



*San Souci*



*Mortdale*



*Blakehurst*



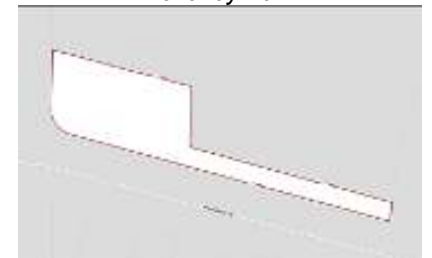
*Allawah*



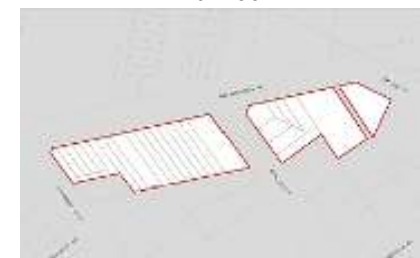
*Carlton*



*Beverley Park*



*Narwee*





*Carss Park*



*Kingsgrove*



*Beverly Hills*



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## Waste management charges

During 2024/25, Council will continue to levy a charge for residential waste management services, to recover the actual cost of the services. In accordance with Section 496 of the LG Act, a charge will be levied on each residential ratable property for which the service is available, even if the service is not used. Council also levies a charge for commercial waste services. The yield for the domestic waste management service will enable costs for the service to be fully recovered.

Services acquired part way through the year will have their charges levied on a pro-rata basis.

All waste management charges are listed below:

Waste Services Charges Description	2024/25 charge per annum
<b>Domestic Waste Management Services</b>	
Domestic Waste Management Charge Service (1 x 120L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin)	\$613.00
Additional Volume Domestic Waste Management Charge	\$797.00
Extra general waste bin service (120L)	\$195.00
Extra general waste bin service (240L)	\$391.00
Special additional waste service (4 or more children or medical)	\$160.00
Extra recycling bin service (240L)	\$138.00
Extra garden organics bin service (240L)	\$184.00
Availability charge (dwelling with private domestic waste contractor)	\$84.00
Availability charge (dwelling with cancelled bin service)	\$84.00
<b>Commercial Waste Services (other than domestic)</b>	
Commercial general waste bin service (240L)	\$738.00
Commercial general waste bin service (1,100L)	\$3,072.00
Commercial recycling waste bin service (240L)	\$372.00

### Stormwater management charge

The Stormwater management service charge for 2024/25 is levied under Section 496A of the LG Act (as amended). The annual charges have been set in accordance with the Local Government Amendment (Stormwater) Bill 2005 and are as follows:

Stormwater Services Charges Description	2024/25 charge per annum
<b>Residential</b>	
Non Strata - per rateable property	\$25.00
Strata/Company title – per rateable property	\$12.50
<b>Business</b>	
Non Strata - \$25.00 per 350 square metres of land area, or part thereof to a maximum of \$1,500 per rateable property	
Strata Lot – Pro-rata of above but a minimum of \$5.00	

### Loan borrowing

Council does not currently plan to borrow additional funds during the 2024/25 financial year.

### Schedule of business or commercial activity

Council undertakes activities of a commercial nature for which we receive a return, including leasing agreements for golf clubs and rental properties. However, these activities have not been identified as either Category One or Category Two businesses under competitive neutrality guidelines.

### Pricing goods and services

Each fee that we charge is in accordance with the following principles and revised each year by the Executive and the elected Council.

The following factors are considered by Council when setting fees and charges:

- Pricing principles (outlined below)
- Reasonable percentage increase in-line with costs increases
- Cash handling and rounding of amounts
- Cost of the service and operations
- Other revenue sources that may fund this service
- Laws and regulations
- Ability of the people using the service to pay
- Benefit to the community (possible subsidy)
- Benchmarking with like services

The pricing principles currently applied include:

<b>Cost Recovery</b>	Includes the recovery of employee and material costs directly related to the provision of the service
<b>External Cost</b>	Price is determined by an external party carrying out the service or works
<b>Subsidised (Partial Cost) Pricing</b>	Council elects to recover only a portion of the costs of providing the service
<b>Rate of Return Pricing</b>	Prices are set to recover a surplus that can be directed into capital improvements or other services
<b>Market Pricing</b>	Prices are set at a similar amount to like services within the community
<b>Legislated Pricing</b>	Prices are set to comply with legislation

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## 2024/25 Schedule of Fees and Charges

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Fees & Charges

Georges River Council

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## PRICING POLICY

Council has determined these fees & charges in accordance with Section 610D of the Local Government Act 1993.

A note on regulated fees and charges:

Some of Council's fees and charges are regulated by State or Federal Government legislation. In the event of legislation introducing a new or amended statutory/regulatory fee subsequent to adoption or printing of this document, the Council may apply these new charges without further notice.

## GOODS & SERVICES TAX (GST)

Fees and charges may include the Goods and Services Tax (GST). GST is a broad-based tax of 10% on the supply of most goods and services consumed in Australia. The impact of GST on fees and charges is where fees attract the GST and this amount has been included and is shown in a separate column.

The following schedule of fees and charges has been prepared in accordance with the A New Tax System (Goods and Services Tax) Act 1999. If there is any change to the GST status of any of Council's Goods and Services throughout the year following ATO rulings or any other legislative change, the new GST treatment will be applied immediately to the relevant fees and charges.

DRAFT

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

## Georges River Council

### Assets & Infrastructure

#### Privately Operated Recreation Facilities

##### Parkside Drive Tennis Courts

###### Court Hire

Day Rate (per hour)	\$22.00	\$20.00	\$2.00	\$22.00	0.00%	\$0.00
Night Rate (per hour, from 5pm)	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	\$0.00

##### Quarry Reserve Tennis Courts

###### Court Hire

Day Rate (per hour)	\$18.00	\$17.27	\$1.73	\$19.00	5.56%	\$1.00
Night Rate (per hour, from 5pm)	\$20.00	\$20.00	\$2.00	\$22.00	10.00%	\$2.00

##### Ken Rosewell Tennis Centre

###### Court Rates

Casual Bookings	\$22 per hour (Before 5pm) \$25 per hour (5pm onwards)					
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###### Coaching Services

Private Lessons (Adults and children) - 10 classes	\$0.00	\$681.82	\$68.18	\$750.00	∞	\$750.00
Set of 10 classes						
Group Classes – Children (per hour, group of 6)	\$20 for group of 6 participants					
Group Classes – Adults (per hour)	\$25 per person for 4 participants (Evening timeslot)					
Private Lessons (Adults and Juniors)	\$80 per hour (Adults and children)					
Squad Classes	\$28 for one and a half hours					
Intensive squad training for our elite juniors using 2 courts and 2 coaches for most weeks. 4-6 students per coach						

###### Clubhouse

Functions/Parties	\$300 for a 4 hour booking Additional hours at \$50 per hour					
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##### Hurstville Aquatic Leisure Centre

###### Aquatics

Slide	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	\$0.00
Swim - Spa top up	\$0.00	\$4.45	\$0.45	\$4.90	∞	\$4.90
Swim - Spa top up concession	\$0.00	\$2.45	\$0.25	\$2.70	∞	\$2.70
Adult (swim only)	\$10.80	\$10.00	\$1.00	\$11.00	1.85%	\$0.20

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Aquatics** [continued]

Child/ (swim only) (5+ years)	\$8.70	\$8.18	\$0.82	\$9.00	3.45%	\$0.30
Concession (swim only)	\$8.70	\$8.18	\$0.82	\$9.00	3.45%	\$0.30
Adult (swim/spa/steam)	\$15.00	\$14.45	\$1.45	\$15.90	6.00%	\$0.90
Concession (swim/spa/steam)	\$11.00	\$10.64	\$1.06	\$11.70	6.36%	\$0.70
Non swimmer	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	\$0.00
Family (Medicare Card)	\$26.70	\$25.45	\$2.55	\$28.00	4.87%	\$1.30
Children under 5 are free						

**Vouchers (swim/spa/steam)**

Adult (20 visits)	\$262.50	\$252.95	\$25.30	\$278.25	6.00%	\$15.75
Adult (20 Visits – Swim Only)	\$189.00	\$175.00	\$17.50	\$192.50	1.85%	\$3.50
Concession (20 visits)	\$192.50	\$186.14	\$18.61	\$204.75	6.36%	\$12.25
Child/Concession Visit Pass - 20 Swim (swim only)	\$0.00	\$143.18	\$14.32	\$157.50	∞	\$157.50

**Aquatic Memberships**

Adult - Membership Council Only (DD) - per week	\$14.50	\$13.64	\$1.36	\$15.00	3.45%	\$0.51
Membership - All Access - 1 Month	\$215.00	\$200.00	\$20.00	\$220.00	2.33%	\$5.01
Membership - All Access - 3 Months	\$430.00	\$409.09	\$40.91	\$450.00	4.65%	\$20.00
Membership Workcover - 3 Months	\$430.00	\$409.09	\$40.91	\$450.00	4.65%	\$20.00
Aquatic Membership 12 months	\$800.00	\$763.64	\$76.36	\$840.00	5.00%	\$40.00
Aquatic Membership 12 months (Fortnightly direct debit)	\$36.00	\$34.55	\$3.45	\$38.00	5.56%	\$2.00
Aquatic Membership 6 months	\$485.00	\$463.64	\$46.36	\$510.00	5.15%	\$25.00
Aquatic Membership 6 months (Fortnightly direct debit)	\$42.00	\$40.00	\$4.00	\$44.00	4.76%	\$2.00

**Other**

Lane Hire (per hour)	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	\$0.00
Birthday Parties Hosted (per child)	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00
For a duration of 2 hours						

**Swimming Lessons**

Program - Private Learn to Swim (Child)	\$94.00	\$99.00	\$0.00	\$99.00	5.32%	\$5.00
Pre-school & School age	\$23.50	\$24.50	\$0.00	\$24.50	4.26%	\$1.00
Adults	\$23.50	\$24.50	\$0.00	\$24.50	4.26%	\$1.00



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Squad**

Junior Development squad (per fortnight)	\$58.00	\$55.45	\$5.55	\$61.00	5.17%	\$3.00
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**Schools**

Services include: School Lane Hire, Independent School Use, School Carnival, School Fun Day including Stadium and inflatable, Water Sports and Gym / Aerobics	Fees dependent on number of students, days, etc - please contact Management					
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**Kids Club**

BlueFit Swish Basketball Program (fortnightly direct debit)	\$35.90	\$34.55	\$3.45	\$38.00	5.85%	\$2.10
Bluefit Strike Soccer Program (fortnightly direct debit)	\$35.90	\$34.55	\$3.45	\$38.00	5.85%	\$2.10
BlueFit Gymnastics Program (fortnightly direct debit)	\$35.90	\$34.55	\$3.45	\$38.00	5.85%	\$2.10
Learn 2 Play Joining Package	\$0.00	\$56.36	\$5.64	\$62.00	∞	\$62.00

**Health & Fitness Membership**

Visit Pass - Aqua Senior - 10 visits	\$157.50	\$147.27	\$14.73	\$162.00	2.86%	\$4.50
12 months Adult - All Access (one-off upfront)	\$1,410.00	\$1,345.45	\$134.55	\$1,480.00	4.96%	\$69.99
12 months Student & Concession - All Access (one-off upfront)	\$1,180.00	\$1,127.27	\$112.73	\$1,240.00	5.08%	\$59.99
6 months Adult - All Access (one-off upfront)	\$810.00	\$772.73	\$77.27	\$850.00	4.94%	\$40.01
Fortnightly Direct Debit (Adult 12 months)	\$49.00	\$46.36	\$4.64	\$51.00	4.08%	\$2.00
Fortnightly Direct Debit (Student & Concession 12 months)	\$41.00	\$39.09	\$3.91	\$43.00	4.88%	\$2.00
Fortnightly Direct Debit (Adult no contract)	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	\$2.00
Fortnightly Direct Debit (Student & Concession no contract)	\$47.00	\$44.55	\$4.45	\$49.00	4.26%	\$2.00
Joining Fee 12 months	\$79.00	\$71.82	\$7.18	\$79.00	0.00%	\$0.00
Joining Fee no contract	\$99.00	\$90.00	\$9.00	\$99.00	0.00%	\$0.00

**Casual Fitness**

School Gym Entry	\$0.00	\$7.27	\$0.73	\$8.00	∞	\$8.00
Casual Gym Entry	\$23.80	\$22.73	\$2.27	\$25.00	5.04%	\$1.20
Casual Gym Entry (Student / Concession)	\$17.50	\$16.82	\$1.68	\$18.50	5.71%	\$1.00
Aqua Aerobics	\$23.80	\$22.73	\$2.27	\$25.00	5.04%	\$1.20

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Casual Fitness** [continued]

Aqua Aerobics (Student / Concession)	\$17.50	\$16.36	\$1.64	\$18.00	2.86%	\$0.50
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**Vouchers (Gym & Fitness Class)**

Reformer Pilates (1 Hour Class Members)	\$11.00	\$10.64	\$1.06	\$11.70	6.36%	\$0.70
Reformer Pilates (1 Hour Class Non-Members)	\$43.00	\$41.36	\$4.14	\$45.50	5.81%	\$2.50

**Crèche**

Creche Family Membership (DD) - per week	\$16.60	\$15.91	\$1.59	\$17.50	5.42%	\$0.90
Creche Membership (DD) - per week	\$8.29	\$8.00	\$0.80	\$8.80	6.15%	\$0.51
Non-member (per hour per child)	\$9.50	\$9.09	\$0.91	\$10.00	5.26%	\$0.50
Member (per hour per child)	\$5.50	\$5.45	\$0.55	\$6.00	9.09%	\$0.50

**Stadium**

Half Court Hire - Per Hour	\$43.00	\$40.91	\$4.09	\$45.00	4.65%	\$2.00
Badminton – per hour (peak)	\$32.30	\$30.91	\$3.09	\$34.00	5.26%	\$1.71
Badminton – per hour (off peak)	\$26.40	\$25.45	\$2.55	\$28.00	6.06%	\$1.60
Court Hire – per hour	\$86.00	\$81.82	\$8.18	\$90.00	4.65%	\$4.00
Casual Entry Adult	\$9.80	\$9.09	\$0.91	\$10.00	2.04%	\$0.20
Casual Entry Child	\$7.60	\$7.27	\$0.73	\$8.00	5.26%	\$0.40
Soccer (senior) – per team/game	\$80.80	\$77.27	\$7.73	\$85.00	5.20%	\$4.20

**Stadium Hire (as listed below)**

## General Information

- School charges are costed based on number of students / number of hours / number of staff required to run activities requested.

- New regulations say 1:50 ratio with school children doing unstructured activities.

Stadium Hire (59 or less)	Fees dependent on day and time, please contact Management for tailored charges
Stadium Hire (60 or more)	Fees dependent on day and time, please contact Management for tailored charges
Stadium – Event Hire	Fees dependent on day and time, please contact Management for tailored charges
Stadium – Staff Hire	Fees dependent on day and time, please contact Management for tailored charges
Stadium – Catering Hire	Fees dependent on day and time, please contact Management for tailored charges
Consultation Room Hire	Fees dependent on lease arrangement approved by Council

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

### Sans Souci Leisure Centre

- These swimming pools are operated under lease agreement.

- As part of these agreements, Council may from time to time, set the maximum charges applicable for admission fees.

#### Aquatics - Swim entry

Adult (swim only)	\$9.50	\$9.09	\$0.91	\$10.00	5.26%	\$0.50
Child (swim only, 5 & over)	\$7.40	\$7.18	\$0.72	\$7.90	6.76%	\$0.50
Children under 5 are free						
Concession / Student / Senior (swim only)	\$7.40	\$7.18	\$0.72	\$7.90	6.76%	\$0.50
Facility Fee (Spectator)	\$3.20	\$2.91	\$0.29	\$3.20	0.00%	\$0.00
Family Pass (2 adults, 2 kids)	\$26.80	\$25.45	\$2.55	\$28.00	4.48%	\$1.20
Swim / Gym Casual Adult visit	\$19.50	\$18.64	\$1.86	\$20.50	5.13%	\$1.00
Swim / Gym Casual Student/ Senior (Concession) visit	\$15.50	\$15.00	\$1.50	\$16.50	6.45%	\$1.00
Lane Hire (per hour)	\$80.00	\$72.73	\$7.27	\$80.00	0.00%	\$0.00

#### Swim Passes

All Swim passes valid for 4 months only

Swim Pass - 20 sessions - Adult	\$166.25	\$159.09	\$15.91	\$175.00	5.26%	\$8.75
Swim Pass - 20 sessions - Concession (Student/Senior)	\$129.50	\$125.68	\$12.57	\$138.25	6.76%	\$8.75

#### Swimming Lessons

Child	\$23.50	\$24.50	\$0.00	\$24.50	4.26%	\$1.00
Adult	\$21.00	\$24.50	\$0.00	\$24.50	16.67%	\$3.50
Private lesson - child	\$84.00	\$99.00	\$0.00	\$99.00	17.86%	\$15.00

#### Aquatic Memberships

Membership Workcover - 3 Months (DD)	\$420.00	\$381.82	\$38.18	\$420.00	0.00%	\$0.00
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#### Casual Fitness and Passes

Aqua Pass Adult 10 sessions	\$175.50	\$167.73	\$16.77	\$184.50	5.13%	\$9.00
Aqua Pass Student/Senior 10 sessions	\$139.50	\$135.00	\$13.50	\$148.50	6.45%	\$9.00
Aqua Pass - Adult - 20 Sessions	\$341.25	\$326.14	\$32.61	\$358.75	5.13%	\$17.50
Aqua Pass - Student/Senior - 20 Sessions	\$271.25	\$262.50	\$26.25	\$288.75	6.45%	\$17.50

#### Health & Fitness Membership

Adult - 1 month - no contract - fortnightly direct debit	\$52.00	\$47.27	\$4.73	\$52.00	0.00%	\$0.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Health & Fitness Membership** [continued]

Adult - 12 month contract - fortnightly direct debit	\$48.00	\$43.64	\$4.36	\$48.00	0.00%	\$0.00
Concession - 1 month - no contract - fortnightly direct debit	\$46.00	\$41.82	\$4.18	\$46.00	0.00%	\$0.00
Concession - 12 month contract - fortnightly direct debit	\$40.00	\$36.36	\$3.64	\$40.00	0.00%	\$0.00
Joining Fee - with contract	\$69.00	\$71.82	\$7.18	\$79.00	14.49%	\$10.00
Joining Fee - no contract	\$99.00	\$90.00	\$9.00	\$99.00	0.00%	\$0.00

**Norm O'Neill Cricket Training Facility**

Fees are per hour, based on 1 lane

Long term commercial arrangements may be negotiated with Council via expression of interest

Cricket Program	\$54.00	\$51.82	\$5.18	\$57.00	5.56%	\$3.00
Individual Coaching 30 minutes	\$50.00	\$48.18	\$4.82	\$53.00	6.00%	\$3.00
Individual Coaching 60 minutes	\$86.50	\$83.18	\$8.32	\$91.50	5.78%	\$4.99
Level 3 Individual 30 Minutes	\$54.00	\$52.73	\$5.27	\$58.00	7.41%	\$4.00
Level 3 Individual 60 Minutes	\$92.50	\$89.09	\$8.91	\$98.00	5.95%	\$5.50
Net Hire with Machine	\$54.00	\$51.82	\$5.18	\$57.00	5.56%	\$3.00
Sunday Cricket Squads	\$32.50	\$31.36	\$3.14	\$34.50	6.15%	\$2.00

**Off Peak**

Monday to Friday 8am to 3pm

Coaches Net Hire - Off Peak	\$220.00	\$21.36	\$2.14	\$23.50	-89.32%	-\$196.50
Net Hire - Off Peak	\$0.00	\$30.00	\$3.00	\$33.00	∞	\$33.00
Turf Net Hire - Off Peak	\$54.00	\$51.82	\$5.18	\$57.00	5.56%	\$3.00
Schools						Free
Leniency can be shown between the hours of 3pm-4pm for school finishing times dependgin on whether there is another booking at 3pm on the day						
Community	\$16.50	\$15.91	\$1.59	\$17.50	6.06%	\$1.00

**Peak**

Monday to Friday 3pm onwards; Saturday and Sunday

Coaches Net Hire - Peak	\$27.50	\$26.36	\$2.64	\$29.00	5.45%	\$1.50
Net Hire - Peak	\$43.00	\$40.00	\$4.00	\$44.00	2.33%	\$1.00
Turf Net Hire -Peak	\$65.00	\$62.27	\$6.23	\$68.50	5.38%	\$3.50
Cricket Clinics					As per Off Peak Rates	
Schools	\$22.00	\$21.36	\$2.14	\$23.50	6.82%	\$1.50
Community	\$22.00	\$21.36	\$2.14	\$23.50	6.82%	\$1.50

**Other Facility Fees**

Holiday Clinic 1 Day	\$54.00	\$51.82	\$5.18	\$57.00	5.56%	\$3.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Other Facility Fees** [continued]

Holiday Clinic 2 Days	\$131.51	\$127.27	\$12.73	\$140.00	6.46%	\$8.49
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**Engineering Flood Information**

Flood Information Report	\$245.00	\$260.00	\$0.00	\$260.00	6.12%	\$15.00
Flood Model Request	\$0.00	\$800.00	\$0.00	\$800.00	∞	\$800.00

**Engineering Supervision**

Fee for miscellaneous applications which need consideration by Engineering Services (per hour)	\$220.00	\$235.00	\$0.00	\$235.00	6.82%	\$15.00
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**Installation of Traffic and Directional Signage**

Installation of traffic and directional signage for private developments	Cost of works					
Administration Fee	21% of cost of works as determined by Council					

**Illuminated Street Signs**

Erection and use of an illuminated street name sign	As determined by agreement					
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**Plans of Management**

Copy of Plans of Management for a Park/Reserve (per item)	\$45.00	\$47.50	\$0.00	\$47.50	5.56%	\$2.50
Copy of Generic Plans of Management (per item)	\$29.50	\$31.00	\$0.00	\$31.00	5.08%	\$1.50
Copy of Landscape Masterplan (per item)	\$35.50	\$37.50	\$0.00	\$37.50	5.63%	\$2.00

**Traffic Information**

AADT – Mid block count – Hourly count	\$40.00	\$38.18	\$3.82	\$42.00	5.00%	\$2.00
AADT – Mid block daily volume – weekly count	\$79.50	\$75.91	\$7.59	\$83.50	5.03%	\$4.00
Speed count at mid block	\$54.00	\$51.82	\$5.18	\$57.00	5.56%	\$3.00
Peak hours turning volumes – cost per intersection	\$99.50	\$95.45	\$9.55	\$105.00	5.53%	\$5.50

**Tree Management****Street Tree Removal**

Replacement Street Tree Fee	\$1,000.00	\$1,050.00	\$0.00	\$1,050.00	5.00%	\$50.00
Street Tree Removal Fee	Cost of works as determined by Council					

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Tree Management Inspections (private land)**

Application Fee 1 - 3 trees (per application)	\$165.00	\$175.00	\$0.00	\$175.00	6.06%	\$10.00
Application Fee 4 – 6 trees (per application)	\$250.00	\$265.00	\$0.00	\$265.00	6.00%	\$15.00
Application Fee per tree >6 trees in addition to (Application Fee 4-6 trees)	\$27.00	\$28.50	\$0.00	\$28.50	5.56%	\$1.50
Review of Tree Removal and Pruning Application on Private Land - Stage 1 Review	\$97.50	\$105.00	\$0.00	\$105.00	7.69%	\$7.50
Review of Tree Removal and Pruning Application on Private Land - Stage 2 Review	\$175.00	\$185.00	\$0.00	\$185.00	5.71%	\$10.00

**Tree Removal, replacement and pruning**

Offset Fee for Tree Replacement (per tree) for trees on private land	As valued by Thyer (2011) Tree Valuation Method (fee range between \$1,000 and \$10,000)
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**Golf Courses****Hurstville Golf Course**

- Tee-off for 9 hole rounds may be permitted up until 7:30am where players tee-off from the tenth tee.
- The evening rate applies when tee-off occurs after 3pm normal time or 4pm Daylight Savings time.
- For all Members Competition on Tuesday, Thursday, Friday and Saturday, as additional fee of \$4.00 is imposed by Director Golf Services to cover prizes.
- Club Membership fees set by Club, and are payable on a pro rata basis for new members.

**Casual Users****Adults**

18 holes	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00
9 holes	\$26.50	\$25.45	\$2.55	\$28.00	5.66%	\$1.50
18 holes weekend	\$43.00	\$41.36	\$4.14	\$45.50	5.81%	\$2.50
9 holes weekend	\$32.50	\$31.36	\$3.14	\$34.50	6.15%	\$2.00
Evening Rate (after 3pm)	\$16.00	\$15.45	\$1.55	\$17.00	6.25%	\$1.00

**Concession - Pensioner/Student**

9 holes	\$22.00	\$21.36	\$2.14	\$23.50	6.82%	\$1.50
18 holes	\$32.50	\$31.36	\$3.14	\$34.50	6.15%	\$2.00
School block booking – 18 holes (Weekdays only)	\$14.50	\$14.09	\$1.41	\$15.50	6.90%	\$1.00

**Cart Hire (Casual Users & Members)**

Electric Cart Hire - 9 holes	\$27.50	\$26.36	\$2.64	\$29.00	5.45%	\$1.50
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Cart Hire (Casual Users & Members)** [continued]

Electric Cart Hire - 9 holes (Seniors)	\$0.00	\$21.36	\$2.14	\$23.50	∞	\$23.50
Golf Set - Hire	\$0.00	\$24.09	\$2.41	\$26.50	∞	\$26.50
Electric Carts – Adults	\$38.90	\$38.18	\$3.82	\$42.00	7.97%	\$3.10
Electric Carts – Concession (Pensioner / Student)	\$33.60	\$32.27	\$3.23	\$35.50	5.65%	\$1.90
Buggy – Cart	\$5.50	\$5.45	\$0.55	\$6.00	9.09%	\$0.50

**HGC Members****Full**

18 holes every day	\$27.50	\$26.36	\$2.64	\$29.00	5.45%	\$1.50
9 holes	\$22.00	\$21.36	\$2.14	\$23.50	6.82%	\$1.50

**Pensioner 18 holes/9 holes**

Weekdays	\$19.00	\$18.18	\$1.82	\$20.00	5.26%	\$1.00
Weekends and holidays	\$26.50	\$25.45	\$2.55	\$28.00	5.66%	\$1.50

**Junior 18 holes/9 holes**

Member Junior - Weekday	\$0.00	\$16.36	\$1.64	\$18.00	∞	\$18.00
Weekends and holidays	\$19.00	\$18.18	\$1.82	\$20.00	5.26%	\$1.00

**Clubhouse Event Space**

Function/Party	\$0.00	\$600.00	\$60.00	\$660.00	∞	\$660.00
Per 4 hours						

**Beverley Park Golf Course****Public & Visitor Fees**

Monday to Friday (excl Public Holidays) – 18 holes	\$40.00	\$38.18	\$3.82	\$42.00	5.00%	\$2.00
Monday to Friday (excl Public Holidays) – 9 holes	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00
Saturday, Sunday and Public Holidays (am) – 18 holes	\$45.00	\$42.73	\$4.27	\$47.00	4.44%	\$2.00
Saturday, Sunday and Public Holidays (pm) – 18 holes	\$45.00	\$36.36	\$3.64	\$40.00	-11.11%	-\$5.00
Saturday, Sunday and Public Holidays – 9 holes	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
Twilight (Monday - Friday after 3pm)	\$18.00	\$18.18	\$1.82	\$20.00	11.11%	\$2.00
Twilight (Saturday, Sunday after 3pm)	\$20.00	\$20.00	\$2.00	\$22.00	10.00%	\$2.00
Pensioner / Senior Card Holders Monday to Friday (excl Public Holidays) from 11am – 9/18 holes	\$19.00	\$21.82	\$2.18	\$24.00	26.32%	\$5.01

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Public & Visitor Fees** [continued]

Pensioner / Senior Card Holders Monday to Friday (excl Public Holidays) before 11am – 18 holes	\$27.00	\$30.91	\$3.09	\$34.00	25.93%	\$7.00
Pensioner / Senior Card Holders Monday to Friday (excl Public Holidays) before 11am – 9 holes	\$18.00	\$22.73	\$2.27	\$25.00	38.89%	\$7.01
Cart Hire – 18 holes	\$45.00	\$43.64	\$4.36	\$48.00	6.67%	\$3.00
Cart Hire – 9 holes	\$25.00	\$25.45	\$2.55	\$28.00	12.00%	\$3.00
Pull Buggy Hire	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	\$0.00
Club Hire – 18 holes	\$25.00	\$27.27	\$2.73	\$30.00	20.00%	\$4.99
Club Hire – 9 holes	\$15.00	\$18.18	\$1.82	\$20.00	33.33%	\$4.99

**Stadium Hire**

Jubilee Stadium	Set by Council, dependent on the requirements of the event					
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**Premium Sporting Fields - Harold Fraser Oval, Hurstville Oval and Olds Park Oval**

Seasonal Rate seniors	\$2,700.00	\$2,581.82	\$258.18	\$2,840.00	5.19%	\$140.00
Seasonal Rate juniors	\$1,470.00	\$1,409.09	\$140.91	\$1,550.00	5.44%	\$80.00
Day rate	\$500.00	\$481.82	\$48.18	\$530.00	6.00%	\$30.00
Hourly rate	\$125.00	\$122.73	\$12.27	\$135.00	8.00%	\$10.00

**School Bookings**

Canteen / Glass house	\$130.00	\$118.18	\$11.82	\$130.00	0.00%	\$0.00
Line marking for athletics field	\$325.00	\$295.45	\$29.55	\$325.00	0.00%	\$0.00
Oval hire for Athletics Carnival	\$450.00	\$409.09	\$40.91	\$450.00	0.00%	\$0.00
Refundable cleaning bond - Premium sports fields	\$200.00	\$200.00	\$0.00	\$200.00	0.00%	\$0.00

**Hurstville Oval**

Seasonal Velodrome hire (cycling)	\$2,760.00	\$2,636.36	\$263.64	\$2,900.00	5.07%	\$140.00
Casual Velodrome hire per day (cycling)	\$490.00	\$468.18	\$46.82	\$515.00	5.10%	\$25.00

**Penshurst Sporting Hub**

All listed fees are per hour.

Annual and long term commercial arrangements may be negotiated with Council.

Commercial Hire - Penshurst Park- OFF PEAK- Mon-Fri 7am -3pm	\$120.00	\$118.18	\$11.82	\$130.00	8.33%	\$10.00
Commercial Hire - Penshurst Park- PEAK - Mon-Fri 3pm to 10pm + Weekends	\$270.00	\$259.09	\$25.91	\$285.00	5.56%	\$15.00



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Penshurst Sporting Hub** [continued]

Sportsfield Hire - Penshurst Park-Lights (per hour)	\$16.15	\$15.45	\$1.55	\$17.00	5.26%	\$0.85
Sportsfield Hire - Penshurst Park-Match Day	\$185.00	\$177.27	\$17.73	\$195.00	5.41%	\$10.00
Sportsfield Hire - Penshurst Park-School Hire						FREE
Sportsfield Hire - Penshurst Park-Training	\$92.00	\$88.18	\$8.82	\$97.00	5.43%	\$5.00
Closure of Operable Fence - Penshurst Park	\$0.00	\$177.27	\$17.73	\$195.00	∞	\$195.00

**Work Zone / Construction Zone**

Application Fee (non refundable)	\$225.00	\$240.00	\$0.00	\$240.00	6.67%	\$15.00
Work Zone (per Lin.m per week) Land use zone (R2, R3, B1, IN2, SP2)	\$34.50	\$36.50	\$0.00	\$36.50	5.80%	\$2.00
Work Zone (per Lin.m per week) Land use zone (R4,B2, B3, B4, B6)	\$69.00	\$72.50	\$0.00	\$72.50	5.07%	\$3.50
Install and remove "Work Zones" regulatory signs and stems - per item	\$235.00	\$250.00	\$0.00	\$250.00	6.38%	\$15.00

**Car Share Parking**

Car share space in metered parking area (per space per year)	\$975.00	\$1,030.00	\$0.00	\$1,030.00	5.64%	\$55.00
Installation of new car share parking space	\$1,620.00	\$1,710.00	\$0.00	\$1,710.00	5.56%	\$90.00

**Filming – Footpath & Roads Application Fee (per day)**

High impact – 50+ crew, 10+ trucks, significant equipment	\$630.00	\$665.00	\$0.00	\$665.00	5.56%	\$35.00
Medium impact – 26-50 crew, 10< trucks, some equipment	\$390.00	\$410.00	\$0.00	\$410.00	5.13%	\$20.00
Low impact – 11-25 crew, minimal equipment	\$205.00	\$220.00	\$0.00	\$220.00	7.32%	\$15.00
Ultra Low impact - 10< crew, 1 camera, sound and no vehicles						FREE
On-street parking when filming on private property – unit base/ parking plan	\$220.00	\$235.00	\$0.00	\$235.00	6.82%	\$15.00
Major revision of filming application						75% of application fee

**Driveway Line Marking**

Driveway Line Marking	\$355.00	\$375.00	\$0.00	\$375.00	5.63%	\$20.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Occupancy of Road Related Area**

Application Fee	\$180.00	\$190.00	\$0.00	\$190.00	5.56%	\$10.00
Road Occupancy Commercial Parking Zone - wedding and funeral vehicles	\$6.00	\$6.00	\$0.00	\$6.00	0.00%	\$0.00
per Lin. m per week (minimum duration 6 months)						
Install and remove regulatory signs and stems	\$210.00	\$210.00	\$0.00	\$210.00	0.00%	\$0.00

**Engineering DA Inspection Fee**

Engineering DA Inspection Fee	\$150.00	\$160.00	\$0.00	\$160.00	6.67%	\$10.00
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**Miscellaneous Services**

Activities not covered by the above fee schedule will be taken on a fee for service basis per hour, per officer, plus other costs incurred in providing the services

First Hour	\$205.00	\$220.00	\$0.00	\$220.00	7.32%	\$15.00
Per hour or part thereof after First Hour	\$205.00	\$220.00	\$0.00	\$220.00	7.32%	\$15.00

**Deposits for damage during construction**

Damage bond for large DA's - Medium Density / Commercial	Refer to charges under heading Planning & Development   Security - Damage Deposits and Inspection Fees Against damage to Council property					
Damage Deposit DA/CDC Residential Dwelling	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00	0.00%	\$0.00
Damage deposit for driveway without DA	\$900.00	\$900.00	\$0.00	\$900.00	0.00%	\$0.00
Security against damage for construction within 3 metres of Council Stormwater Infrastructure	Determined by Council based on costs of works to replace stormwater infrastructure					
Security against access damage to Council parks or reserves	Determined by Council, based on works - capped at \$10,000 excl. GST					
Security against compliance with tree preservation requirements/ conditions (Street Tree)	As valued by Thyer (2011) Tree Valuation Method (deposit range between \$1,000 and \$10,000)					
Damage bond for public domain works	Determined by Council based on works					

**Application for Driveway Crossing and Associated Works (under Section 138 Roads Act)****Council Designed (includes one inspection)**

Driveway Asphalt Restoration - per driveway	\$1,210.00	\$1,210.00	\$0.00	\$1,210.00	0.00%	\$0.00
Upgrade Existing Driveway / Footpath Works (without DA)	\$575.00	\$636.36	\$63.64	\$700.00	21.74%	\$125.00
Driveway / Footpath Works – single residential dwelling DA/CDC with boundary level issue	\$840.00	\$954.55	\$95.45	\$1,050.00	25.00%	\$210.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Council Designed (includes one inspection)** [continued]

Driveway / Footpath Works – medium density / commercial DA/ CDC with boundary level issue	\$1,230.00	\$1,400.00	\$140.00	\$1,540.00	25.20%	\$310.00
Driveway / Footpath Modification – sketch only (excludes level issue)	\$240.00	\$231.82	\$23.18	\$255.00	6.25%	\$15.00
Additional Driveway (where 2 or more driveways are permitted / approved)	\$430.00	\$504.55	\$50.45	\$555.00	29.07%	\$125.00
Additional Inspection Fee per hour or part thereof after first hour	\$185.00	\$195.00	\$0.00	\$195.00	5.41%	\$10.00

**Assessment fee for self-design Multi Unit and/or Commercial/Industrial Development Infrastructure**

Assessment of designs submitted by developers for vehicular crossing and infrastructure upgrade works (Public Domain Works)	\$1,790.00	\$1,880.00	\$0.00	\$1,880.00	5.03%	\$90.00
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**Fees Associated to Issue of Heavy Vehicles Permit**

Issue of permit for Class 1 & 3 vehicles using local roads	\$93.00	\$98.00	\$0.00	\$98.00	5.38%	\$5.00
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**Restoration Charges**

## General Information

- Road Opening Permit application fee is non-refundable and must be charged per application.
- Administration Fee is calculated to cover the Council cost of the Restorations Officer at 16% and 5% sinking funds.
- Footpath to be restored at full slab width. Driveway from joint to joint.
- Minimum area is 1m squared for jobs less than 1m squared per item. Minimum 1m for kerb and gutter.
- Asphalt restorations shall be minimum 1.5m or full lane width. The extent to be determined by Council.
- If road opening is within 1m of the lip of a gutter or where no kerb exists, the restoration is to extend to the lip of the gutter or edge of the bitumen.
- Where any part of the road opening is within 1m of an existing road restoration, the new restoration is to extend to the far side of the existing restoration.
- The minimum width for paver restoration will be determined by Council.
- Damaged / missing pavers will be replaced and charged at cost plus administration fee.
- Where the type of work is not covered in the schedule, or the works comprise capitalised works where the utility has the right to complete their own restoration, the cost will be subject to cost plus administration, and the extent to be determined by Council.
- All permanent reinstatement to be carried out by Georges River Council unless approved by Council.
- All restorations for Public Utility works are GST exempt.

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Restoration Charges** [continued]

Additional Inspection for Damaged Council Asset	\$180.00	\$172.73	\$17.27	\$190.00	5.56%	\$10.00
Make Safe Charge/Emergency Safety Works (Other)	To be determined upon completion					
Make Safe Charge/Emergency Safety Works (Standard)	\$200.00	\$190.91	\$19.09	\$210.00	5.00%	\$10.00
Restoration Scope and Sign Off Fee (per site)	\$300.00	\$286.36	\$28.64	\$315.00	5.00%	\$15.00
Traffic Control (1 person)	\$790.00	\$754.55	\$75.45	\$830.00	5.06%	\$40.00
Traffic Control (2 or more people)	\$2,040.00	\$1,954.55	\$195.45	\$2,150.00	5.39%	\$110.00
Application Fee	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	\$0.00
Administration Fee	21% of cost of works as determined by Council					
Concrete Plant Opening fee for night works (per night)	\$2,820.00	\$2,700.00	\$270.00	\$2,970.00	5.32%	\$150.00
Stormwater Pit lid	\$250.00	\$227.27	\$22.73	\$250.00	0.00%	\$0.00
Stormwater Pit Reconstruction	\$5,900 or cost of works as determined by Council, whichever is greater					
Standard concrete gully pit up to 1.5m deep including supply of lintel (up to 3.6m opening) and galvanised grate where required.						
Supply and install Stormwater Pit Lintel (per M opening)	\$1,500.00	\$1,436.36	\$143.64	\$1,580.00	5.33%	\$80.00
Night work surcharge	25% of cost of works as determined by Council					

**Road Opening Charges for Restorations for Quantities Under 10 sq.m****Roads**

Asphaltic concrete with flexible pavement (per sq.m)	\$340.00	\$327.27	\$32.73	\$360.00	5.88%	\$20.00
Cement concrete (per sq.m.)	\$650.00	\$622.73	\$62.27	\$685.00	5.38%	\$35.00

**Footpaths**

Concrete per sq.m (< 5 sq.m; minimum charge 1 sq.m)	\$325.00	\$313.64	\$31.36	\$345.00	6.15%	\$20.00
Concrete per sq.m. (5-10sq.m)	\$300.00	\$286.36	\$28.64	\$315.00	5.00%	\$15.00
Brick or block pavers (per sq.m)	\$425.00	\$427.27	\$42.73	\$470.00	10.59%	\$45.00
Brick or Block Pavers – on concrete base (per sq.m)	\$510.00	\$490.91	\$49.09	\$540.00	5.88%	\$30.00
Asphaltic concrete on flexible pavement (per sq.m)	\$320.00	\$322.73	\$32.27	\$355.00	10.94%	\$35.00
Formed or grass area (per sq.m)	\$130.00	\$131.82	\$13.18	\$145.00	11.54%	\$15.00
Concrete residential driveways (130mm reinforced) (Under 5 sq.m)	\$365.00	\$350.00	\$35.00	\$385.00	5.48%	\$20.00
Concrete residential driveways (130mm reinforced) (5-10m2 per sq.m)	\$365.00	\$368.18	\$36.82	\$405.00	10.96%	\$40.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Footpaths** [continued]

Concrete industrial driveways (150mm reinforced) (Under 5 sq.m)	\$375.00	\$359.09	\$35.91	\$395.00	5.33%	\$20.00
Concrete industrial driveways (150mm reinforced) (5-10m2 per sq.m)	\$380.00	\$381.82	\$38.18	\$420.00	10.53%	\$40.00

**Kerb & Gutter**

Concrete kerb and gutter (per m.)	\$430.00	\$431.82	\$43.18	\$475.00	10.47%	\$45.00
Layback and gutter (per m.)	\$430.00	\$431.82	\$43.18	\$475.00	10.47%	\$45.00
Saw cutting (per m.)	\$28.50	\$28.64	\$2.86	\$31.50	10.53%	\$3.00
Concrete kerb ramp (each)	\$2,290.00	\$2,290.91	\$229.09	\$2,520.00	10.04%	\$230.00
Stormwater outlet reconnection 90 mm. dia. (per metre)	\$290.00	\$290.91	\$29.09	\$320.00	10.34%	\$30.00

**Road Opening Charges for Reinstatement for Quantities over 10m2 or 10 linear Metres****Roads**

Asphaltic concrete with flexible pavement (11-50 sq.m)	\$275.00	\$277.27	\$27.73	\$305.00	10.91%	\$30.00
Asphaltic concrete with flexible pavement (51+ sq.m)	\$260.00	\$263.64	\$26.36	\$290.00	11.54%	\$30.00
Cement concrete (11-50 sq.m.)	\$410.00	\$413.64	\$41.36	\$455.00	10.98%	\$45.00
Cement concrete (51+ sq.m.)	\$350.00	\$350.00	\$35.00	\$385.00	10.00%	\$35.00

**Footpaths**

Concrete per sq.m. (11-50 sq. m)	\$230.00	\$231.82	\$23.18	\$255.00	10.87%	\$25.00
Concrete per sq.m. (51+ sq. m)	\$190.00	\$190.91	\$19.09	\$210.00	10.53%	\$20.00
Brick or block pavers (11-50 sq.m)	\$380.00	\$381.82	\$38.18	\$420.00	10.53%	\$40.00
Brick or block pavers (51+ sq.m)	\$335.00	\$336.36	\$33.64	\$370.00	10.45%	\$35.00
Brick or block pavers concrete base course (per sq.m)	\$90.50	\$86.82	\$8.68	\$95.50	5.52%	\$5.00
Asphaltic concrete on flexible pavement (11-50 sq.m)	\$285.00	\$286.36	\$28.64	\$315.00	10.53%	\$30.00
Asphaltic concrete on flexible pavement (51+ sq.m)	\$185.00	\$186.36	\$18.64	\$205.00	10.81%	\$20.00
Formed or grass area (11-50 sq.m)	\$94.50	\$95.45	\$9.55	\$105.00	11.11%	\$10.50
Formed or grass area (51+ sq.m)	\$79.00	\$79.09	\$7.91	\$87.00	10.13%	\$8.00
Concrete residential driveways (130mm reinforced) (11-50 sq.m)	\$330.00	\$331.82	\$33.18	\$365.00	10.61%	\$35.00
Concrete residential driveways (130mm reinforced) (51+ sq.m)	\$235.00	\$236.36	\$23.64	\$260.00	10.64%	\$25.00
Concrete industrial driveways (150mm reinforced) (11-50 sq.m)	\$340.00	\$340.91	\$34.09	\$375.00	10.29%	\$35.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Footpaths** [continued]

Concrete industrial driveways (150mm reinforced) (51+ sq.m)	\$245.00	\$245.45	\$24.55	\$270.00	10.20%	\$25.00
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**Kerb & Gutter**

Concrete kerb and gutter (11-50 m.)	\$350.00	\$350.00	\$35.00	\$385.00	10.00%	\$35.00
Concrete kerb and gutter (51+ m.)	\$320.00	\$322.73	\$32.27	\$355.00	10.94%	\$35.00
Layback and gutter (11-50 m.)	\$350.00	\$350.00	\$35.00	\$385.00	10.00%	\$35.00
Layback and gutter (51+ m.)	\$320.00	\$322.73	\$32.27	\$355.00	10.94%	\$35.00

**Hoisting Activities**

Hoisting Activities over roadway from site installed devices eg Tower Cranes

Application Fee	\$180.00	\$180.00	\$0.00	\$180.00	0.00%	\$0.00
Occupancy Fee	\$200.00	\$200.00	\$0.00	\$200.00	0.00%	\$0.00
per week (minimum charge 12 weeks)						

**Bushcare**

Corporate Volunteer Program - Bushcare	\$80.00	\$72.73	\$7.27	\$80.00	0.00%	\$0.00
per person per session/event						

**Planning & Development****Planning Proposals**

Pre-Lodgement Consultation (initial) – Minor (cost will be deducted from lodgement fee)	\$2,360.00	\$2,254.55	\$225.45	\$2,480.00	5.08%	\$120.00
Pre-Lodgement Consultation (initial) – Major non-Complex (cost will be deducted from lodgement fee)	\$4,660.00	\$4,454.55	\$445.45	\$4,900.00	5.15%	\$240.00
Pre-Lodgement Consultation (initial) – Major CBD or Complex (cost will be deducted from lodgement fee)	\$7,750.00	\$7,400.00	\$740.00	\$8,140.00	5.03%	\$390.00

Note:

Minor - Planning Proposal with no map change ie no zone, FSR or height change;

Major non-Complex - Outside Kogarah &amp; Hurstville CBD's;

Major CBD or Complex - within Kogarah &amp; Hurstville CBD's ie zoned MU1 and E2 or deferred matter

Pre-Lodgement Consultation (subsequent) – Minor	\$1,570.00	\$1,500.00	\$150.00	\$1,650.00	5.10%	\$80.00
Pre-Lodgement Consultation (subsequent) – Major non-Complex	\$2,330.00	\$2,227.27	\$222.73	\$2,450.00	5.15%	\$120.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Planning Proposals** [continued]

Pre-Lodgement Consultation (subsequent) – Major CBD or Complex	\$3,880.00	\$3,709.09	\$370.91	\$4,080.00	5.15%	\$200.00
Assessment of Proposal – Minor	\$19,300.00	\$20,300.00	\$0.00	\$20,300.00	5.18%	\$1,000.00
Assessment of Proposal – Major non-Complex	\$38,500.00	\$40,500.00	\$0.00	\$40,500.00	5.19%	\$2,000.00
Assessment of Proposal – Major CBD or Complex	\$51,400.00	\$54,000.00	\$0.00	\$54,000.00	5.06%	\$2,600.00
Consultation – Minor	\$7,690.00	\$8,080.00	\$0.00	\$8,080.00	5.07%	\$390.00
Consultation – Major non-Complex	\$15,500.00	\$16,300.00	\$0.00	\$16,300.00	5.16%	\$800.00
Consultation – Major CBD or Complex	\$20,600.00	\$21,700.00	\$0.00	\$21,700.00	5.34%	\$1,100.00
Review and Finalisation – Minor	\$11,600.00	\$12,200.00	\$0.00	\$12,200.00	5.17%	\$600.00
Review and Finalisation – Major non-Complex	\$23,100.00	\$24,300.00	\$0.00	\$24,300.00	5.19%	\$1,200.00
Review and Finalisation – Major CBD or Complex	\$30,800.00	\$32,400.00	\$0.00	\$32,400.00	5.19%	\$1,600.00
Assessment of Additional and/or Amended Studies from applicant – Minor (per study)	\$3,850.00	\$4,050.00	\$0.00	\$4,050.00	5.19%	\$200.00
Assessment of Additional and/or Amended Studies from applicant – Major non-Complex (per study)	\$7,690.00	\$8,080.00	\$0.00	\$8,080.00	5.07%	\$390.00
Assessment of Additional and/or Amended Studies from applicant – Major CBD or Complex (per study)	\$10,300.00	\$10,900.00	\$0.00	\$10,900.00	5.83%	\$600.00
Notification Per Letter	\$4.00	\$4.20	\$0.00	\$4.20	5.00%	\$0.20
Advertising (per advertisement, as required by Council and/or the Gateway Determination)	\$3,300.00	\$3,470.00	\$0.00	\$3,470.00	5.15%	\$170.00
Additional studies (required by and commissioned by council)	Full cost recovery Deed of Agreement required to pay Council costs Cost of Deed preparation at proponents cost					
Holding Public Hearing (e.g. reclassification of land) and assessment of hearing report	Full cost recovery					
Company search (including administration fee)	\$40.00 or at cost, whichever is the greater					
Title search (including administration fee)	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00

**External Urban Design Referral Fee**

External Urban Design Referral Fee	Full cost recovery
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Development Control Plan Preparation**

DCP Preparation or Amendment – Minor (accompanies minor planning proposals)	\$6,420.00	\$6,750.00	\$0.00	\$6,750.00	5.14%	\$330.00
DCP Preparation or Amendment – Major (accompanies major planning proposals)	\$19,300.00	\$20,300.00	\$0.00	\$20,300.00	5.18%	\$1,000.00

Note: fee breakdown - Assessment 60%; Consultation 20% and Review and Finalisation 20%

Notification fee (per property notified)	\$4.00	\$4.20	\$0.00	\$4.20	5.00%	\$0.20
Advertising fee (per advertisement)	\$3,300.00	\$3,470.00	\$0.00	\$3,470.00	5.15%	\$170.00

Note: if re-exhibition of the planning proposal is required, then an additional notification fee will be charged consistent with the above

Preparation of additional studies as required by Council to support the DCP preparation	Full cost recovery					
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**Planning Agreements Contributions / Public Purposes**

Preliminary Assessment of offer to enter into a Planning Agreement	\$1,620.00	\$1,710.00	\$0.00	\$1,710.00	5.56%	\$90.00
Planning Agreements - advertising fee (per advertisement)	\$0.00	\$3,470.00	\$0.00	\$3,470.00	∞	\$3,470.00
Planning Agreement Assessment and Preparation - legals, research, consultants, negotiation and preparation costs	Full cost recovery or as specified in executed Planning Agreement					
Planning Agreement Implementation – registration, monitoring, enforcing and administering the executed planning agreement.	Full cost recovery or as specified in executed Planning Agreement					
Planning Agreement Contributions	As specified in the executed Planning Agreement					

**Section 7.11 and 7.12 Contributions (formerly S94/S94A)**

Section 7.11 Contributions (Former Hurstville City Council LGA)	Please refer to the "Georges River Council Local Infrastructure Contributions Plan 2021 (s7.11 and s7.12)" for information on contribution rates
Section 7.11 and 7.12 Development Contributions	
Section 7.11 Contributions (Former Kogarah City Council LGA)	

**Section 7.12 (formerly S94A) Development Contributions**

Development (including complying development) that is not subject to a section 94 contribution under any other contributions plan that is in force under the EP&A Act, and the proposed cost of carrying out the development is:



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Section 7.12 (formerly S94A) Development Contributions** [continued]

Total costs amount \$100,000 or less						
Total costs amount between \$100,001 – \$200,000						
Total costs amount is \$200,001 or more						

**Refund of Local Infrastructure Contributions**

Refund of Local Infrastructure Contributions	\$0.00	\$110.00	\$0.00	\$110.00	∞	\$110.00
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**Strategic, Planning and Development Advice**

General strategic planning written advice requiring research and/or site inspection (per hour or part thereof)	\$220.00	\$235.00	\$0.00	\$235.00	6.82%	\$15.00
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**Council's Development Control Plans, Studies & Development Contribution Plans****Local Environmental Plans (LEPs)**

Hard copy of Georges River LEP Instrument only (each)	\$57.50	\$60.50	\$0.00	\$60.50	5.22%	\$3.00
Hard copy (A3) of Georges River map only (each)	\$10.80	\$11.40	\$0.00	\$11.40	5.56%	\$0.60
Hard copy of Former Hurstville / Kogarah LEP Instrument only (each)	\$57.50	\$60.50	\$0.00	\$60.50	5.22%	\$3.00
Hard copy (A3) of Former Hurstville / Kogarah LEP map only (each)	\$10.80	\$11.40	\$0.00	\$11.40	5.56%	\$0.60

**Development Control Plans (DCPs)**

Hard copy of Georges River DCP (Full copy of 1 DCP)	\$93.00	\$150.00	\$0.00	\$150.00	61.29%	\$57.00
Hard copy of Georges River DCP (section only)	\$31.00	\$33.00	\$0.00	\$33.00	6.45%	\$2.00
Hard copy of Former Hurstville / Kogarah DCP (Full Copy of 1 DCP)	\$98.50	\$105.00	\$0.00	\$105.00	6.60%	\$6.50
Hard copy of Former Hurstville / Kogarah DCP (section only)	\$33.00	\$35.00	\$0.00	\$35.00	6.06%	\$2.00

**Section 7.11 & Section 7.12 Plans**

Hard copy of Section 7.11 or Section 7.12 Plan (1 Full Copy)	\$35.50	\$37.50	\$0.00	\$37.50	5.63%	\$2.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Other Documents**

Hard copy of Strategic Planning Reports/Documents (each)	\$54.00	\$150.00	\$0.00	\$150.00	177.78%	\$96.00
Certified documents (each)	\$66.51	\$70.00	\$0.00	\$70.00	5.25%	\$3.49
CD-ROM / USB of above Plans (per plan)	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00

**Section 10.7 (formerly Section 149) Planning Certificate**

Section 10.7 (2) (includes postage)	\$66.51	\$66.51	\$0.00	\$66.51	0.00%	\$0.00
Section 10.7 (2) & (5) (includes postage)	\$167.35	\$167.35	\$0.00	\$167.35	0.00%	\$0.00
Section 10.7 Urgency Fee (including fax fee)	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	\$0.00

**Development and Building - Development Advisory Service**

Pre-Development Application Advice

**Single Dwellings, Dual Occupancies, Secondary Dwellings, Commercial Fit Outs (New alterations & additions, demolition and ancillary development)**

Pre DA Advice for works valued between \$0-100,000 – Advice only & no meeting	\$290.00	\$277.27	\$27.73	\$305.00	5.17%	\$15.00
Pre DA Advice for works valued between \$0 - \$500,000 – Advice & meeting	\$510.00	\$504.55	\$50.45	\$555.00	8.82%	\$45.00
Pre DA Advice for works valued between \$500,001 - \$1,000,000 – Advice & meeting	\$955.00	\$918.18	\$91.82	\$1,010.00	5.76%	\$55.00
Pre DA Advice for works valued greater than \$1,000,000 - Advice & meeting	\$1,690.00	\$1,618.18	\$161.82	\$1,780.00	5.33%	\$90.00
Follow up Pre DA application - Consideration of additional information / amended design	50% of the original Pre DA fee					

**All Other Development types that do not fall into any other Pre Development advisory category**

Pre DA Advice for works valued between \$0 – 100,000 – Advice only no meeting	\$510.00	\$504.55	\$50.45	\$555.00	8.82%	\$45.00
Pre DA Advice for works valued between \$0 - \$1,000,000 – Advice & meeting	\$1,690.00	\$1,618.18	\$161.82	\$1,780.00	5.33%	\$90.00
Pre DA Advice for works valued between \$1,000,001 - \$3,000,000 – Advice & meeting	\$2,240.00	\$2,145.45	\$214.55	\$2,360.00	5.36%	\$120.00
Pre DA Advice for works valued between \$3,000,001 - \$10,000,000 – Advice & meeting	\$3,360.00	\$3,209.09	\$320.91	\$3,530.00	5.06%	\$170.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

#### All Other Development types that do not fall into any other Pre Development advisory category [continued]

Pre DA Advice for works valued greater than \$10,000,000 – Advice & meeting	\$5,590.00	\$5,336.36	\$533.64	\$5,870.00	5.01%	\$280.00
Follow up Pre DA application / consideration of additional information / amended design	50% of the original Pre DA fee					

#### Other Advice

Single issue only - per hour	\$340.00	\$327.27	\$32.73	\$360.00	5.88%	\$20.00
Additional hours	\$300.00	\$304.55	\$30.45	\$335.00	11.67%	\$35.00
Confirmation in writing that development is exempt	\$300.00	\$304.55	\$30.45	\$335.00	11.67%	\$35.00
General research & interpretation advice (per hour)	\$300.00	\$304.55	\$30.45	\$335.00	11.67%	\$35.00

#### Pre-Complying Development Certificate Advice

Advice as whether a proposal would constitute a CDC, per proposal (excluding stormwater review)	\$400.00	\$581.82	\$58.18	\$640.00	60.00%	\$240.00
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#### Urban Design Review (additional to PreDA fee)

Estimated Cost of Construction < \$10 Million (per review)	\$5,030.00	\$5,290.00	\$0.00	\$5,290.00	5.17%	\$260.00
Estimated Cost of Construction > \$10 Million (per review)	\$6,700.00	\$7,040.00	\$0.00	\$7,040.00	5.07%	\$340.00

#### Professional External Consultancy Services Fee – Peer review, Report and or Advice

Professional External Consultancy Services Fee for Application Assessment (e.g. acoustics, fire engineering, geotechnical, flood, bushfire, heritage, ecology, traffic, landscape assessment etc.) – Peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice. In accordance with Council's Procurement Policy and Practices.	'As invoiced' plus 20% for Council Administration of Consultant Engagement, operational expense and Contract Management					
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#### Development and Building - Development Application (DA) Fees

20% discount on Development Application Fee when lodged together with a council assessed Construction Certificate

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**DA's for Dwelling Houses**

Development applications for a dwelling house with an estimated cost of \$100,000 or less	\$570.73	\$570.73	\$0.00	\$570.73	0.00%	\$0.00
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**DA's for Advertisements (Signage)**

Fee must not exceed the fee based on the fees schedule for DA's

Base	\$357.24	\$357.24	\$0.00	\$357.24	0.00%	\$0.00
plus per advertisement	\$93.00	\$93.00	\$0.00	\$93.00	0.00%	\$0.00

**DA's for Change of Use (Only)**

Development application not involving erection of a building, carrying out of work, the subdivision of land or demolition of a building or work	\$357.24	\$357.24	\$0.00	\$357.24	0.00%	\$0.00
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**DA's for the Subdivision of Land (other than strata)**

Opening of Public Road – base	\$833.49	\$833.49	\$0.00	\$833.49	0.00%	\$0.00
plus per additional lot	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	\$0.00
No Opening of Public Road – base	\$414.06	\$414.06	\$0.00	\$414.06	0.00%	\$0.00
plus per additional lot	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	\$0.00

**DA's for Strata/Stratum Subdivision**

Strata/Stratum – base	\$414.10	\$414.10	\$0.00	\$414.10	0.00%	\$0.00
plus per lot	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	\$0.00

**All other DA's including erection of a building, carrying out of work, demolition of building or work (based on estimated costs)**

Up to \$5,000	\$138.39	\$138.39	\$0.00	\$138.39	0.00%	\$0.00
Base fee – \$5,001 – \$50,000	\$212.41	\$212.41	\$0.00	\$212.41	0.00%	\$0.00
plus an additional amount for each \$1,000 (or part of \$1,000) of the estimated cost of the development	\$3.00	\$3.00	\$0.00	\$3.00	0.00%	\$0.00
Base fee – \$50,001 – \$250,000	\$441.99	\$441.99	\$0.00	\$441.99	0.00%	\$0.00
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	\$3.64	\$3.64	\$0.00	\$3.64	0.00%	\$0.00
Base fee – \$250,001 – \$500,000	\$1,454.72	\$1,454.72	\$0.00	\$1,454.72	0.00%	\$0.00
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$2.34	\$2.34	\$0.00	\$2.34	0.00%	\$0.00
Base fee – \$500,001 – \$1,000,000	\$2,189.58	\$2,189.58	\$0.00	\$2,189.58	0.00%	\$0.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**All other DA's including erection of a building, carrying out of work, demolition of building or work (based on estimated costs)** [continued]

plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1.64	\$1.64	\$0.00	\$1.64	0.00%	\$0.00
Base fee – \$1,000,001 – \$10,000,000	\$3,280.62	\$3,280.62	\$0.00	\$3,280.62	0.00%	\$0.00
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$1.44	\$1.44	\$0.00	\$1.44	0.00%	\$0.00
More than \$10,000,000	\$19,916.53	\$19,916.53	\$0.00	\$19,916.53	0.00%	\$0.00
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$1.19	\$1.19	\$0.00	\$1.19	0.00%	\$0.00

**DA's for Designated Development**

Designated Development - Additional Fee	\$1,154.33	\$1,154.33	\$0.00	\$1,154.33	0.00%	\$0.00
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**Development and Building - Modification of Development Consent Application**

Modification (Minor error, mis-description or miscalculation)	\$89.04	\$89.04	\$0.00	\$89.04	0.00%	\$0.00
Modification (Minimal Environmental Impact)	\$808.89 or 50% of the original fee, whichever is the lesser					

**Modification of Development Consent Application (Court approved / S4.55(2))**

Original fee less than \$100	50% of the original application fee					
Original fee \$100 or more – for development that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% of the original application fee					
For development that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	\$238.16	\$238.16	\$0.00	\$238.16	0.00%	\$0.00
For other development – Based on the original cost of construction Up to \$5,000	\$68.66	\$68.66	\$0.00	\$68.66	0.00%	\$0.00
\$5,001 – \$250,000	\$106.20 plus an additional \$1.50 for each \$1,000 (or part thereof) of the estimated cost					
\$250,001 – \$500,000	\$627.59 plus an additional \$0.85 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000					
\$500,001 – \$1,000,000	\$893.64 plus an additional \$0.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000					

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Modification of Development Consent Application (Court approved / S4.55(2))** [continued]

\$1,000,001 – \$10,000,000	\$1238.01 plus an additional \$0.40 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000					
More than \$10,000,000	\$5943.31 plus an additional \$0.27 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000					
Design Verification Assessment fee (Modification Applications)	\$953.72	\$953.72	\$0.00	\$953.72	0.00%	\$0.00

**Review of Determination Development Application or Modification to Development Consent**

For development that does not involve the erection of a building, the carrying out of a work or the demolition of a building	50% of original fee					
For development that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	\$238.16	\$238.16	\$0.00	\$238.16	0.00%	\$0.00
Up to \$5,000	\$68.65	\$68.65	\$0.00	\$68.65	0.00%	\$0.00
Base fee \$5,001 – \$250,000	\$107.27 plus an additional \$1.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee \$250,001 – \$500,000	\$627.53 plus an additional \$0.85 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee \$500,001 – \$1,000,000	\$893.56 plus an additional \$0.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee \$1,000,001 – \$10,000,000	\$1,237.91 plus an additional \$0.40 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee greater than \$10,000,000	\$5,942.76 plus an additional \$0.27 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Review of modification determination	50% of modification application fee					

**Review of Decision to Reject Development Application**

Up to and less than \$100,000	\$68.65	\$68.65	\$0.00	\$68.65	0.00%	\$0.00
\$100,001 – \$1,000,000	\$187.72	\$187.72	\$0.00	\$187.72	0.00%	\$0.00
Greater than \$1,000,000	\$605.23	\$605.23	\$0.00	\$605.23	0.00%	\$0.00

**Notified & Re-notified Applications**

Modification	\$834.56	\$834.56	\$0.00	\$834.56	0.00%	\$0.00
Development Application	\$1,385.93	\$1,385.93	\$0.00	\$1,385.93	0.00%	\$0.00

**Advertised and Re-advertised Applications (in addition to notification fees)**

Designated development	\$2,784.73	\$2,784.73	\$0.00	\$2,784.73	0.00%	\$0.00
Advertised Development	\$1,385.93	\$1,385.93	\$0.00	\$1,385.93	0.00%	\$0.00
Prohibited development	\$1,385.93	\$1,385.93	\$0.00	\$1,385.93	0.00%	\$0.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Advertised and Re-advertised Applications (in addition to notification fees)** [continued]

Nominated Integrated Development, Threatened Species Development or Class 1 Aquaculture	\$1,385.93	\$1,385.93	\$0.00	\$1,385.93	0.00%	\$0.00
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**Other Application Fees - Development Assessment****Electronic File Management (Development applications, Modifications to Development Consents & Reviews of Determination)**

Fee per application for the electronic file management of applications and accompanying information

Document Management / Scanning estimated cost of works < \$10,000	\$35.00	\$36.75	\$0.00	\$36.75	5.00%	\$1.75
Document Management / Scanning estimated cost of works \$10,000 to \$100,000	\$50.00	\$52.50	\$0.00	\$52.50	5.00%	\$2.50
Document Management / Scanning estimated cost of works \$100,001 to \$300,000	\$80.00	\$84.00	\$0.00	\$84.00	5.00%	\$4.00
Document Management / Scanning estimated cost of works \$300,001 to \$500,000	\$130.00	\$136.50	\$0.00	\$136.50	5.00%	\$6.50
Document Management / Scanning estimated cost of works \$500,001 to \$1,000,000	\$220.00	\$231.00	\$0.00	\$231.00	5.00%	\$11.00
Document Management / Scanning estimated cost of works \$1,000,001 to \$5,000,000	\$400.00	\$420.00	\$0.00	\$420.00	5.00%	\$20.00
Document Management / Scanning estimated cost of works > \$5,000,000	\$600.00	\$630.00	\$0.00	\$630.00	5.00%	\$30.00

**Lapsed Consents**

Confirmation in writing whether or not consent has lapsed	\$360.00	\$403.00	\$0.00	\$403.00	11.94%	\$43.00
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**Extension of Consent Application**

Extension of Consent	\$360.00	\$403.00	\$0.00	\$403.00	11.94%	\$43.00
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**Review of Documentation submitted to Consent Conditions**

Determine if operational consent active (Deferred commencement conditions)	\$360.00	\$403.00	\$0.00	\$403.00	11.94%	\$43.00
Determine if documentation submitted to satisfy condition is compliance	\$360.00	\$403.00	\$0.00	\$403.00	11.94%	\$43.00

Fee Name	Year 23/24	Year 24/25			Increase %	Increase \$
	Fee (incl. GST)	Fee (excl. GST)	GST Amount	Fee (incl. GST)		

### Application Fee Refunds / Fee Waiver

Application Fee Refunds - Proportion as to time spent assessing the application up to time of withdrawal/cancellation. - Additional Percentage Refund can be applied where the Manager Development and Building, Director Environment & Planning or General Manager determines that Council error identified or significant failure in customer service level occurred

100% - where no assessment has occurred  
 Max 80% - where preliminary assessment has been undertaken and no report has been prepared  
 Max 50% - where complete assessment has been undertaken and no report has been prepared  
 Max 25% - where assessment and report have been completed  
 100% of Notification/advertising fee if not occurred

### Applications that Fee Waivers Apply

Full or Partial Fee Waiver / Refund can be applied where the Manager Development and Building, Director Environment & Planning or General Manager determines that Council error identified or significant failure in customer service level occurred

Up to 100% of Application Fee

### Site Compatibility Certificate and site verification certificates under SEPPs

Fee

Current fee as set out in clause 262A of EPA Reg 2000:

- (1) The maximum fee for an application to the Director-General for a site compatibility certificate (SEPP Housing 2021) is \$310, plus \$42 for each dwelling in the development in respect of which the certificate was issued.
- (2) The maximum fee for an application to the Director-General for a site compatibility certificate (SEPP Transport 2021) is \$310, plus \$265 for each hectare (or part of a hectare) of the area of the land in respect of which the certificate was issued.
- (3) The maximum fee for an application to the Director-General for a site compatibility certificate (SEPP Resources and Energy 2021 Part 2.4) is \$4,370.

### Fee to Council for Development Applications for Integrated Development

Fee to Council for Development Applications for Integrated Development	\$175.92	\$175.92	\$0.00	\$175.92	0.00%	\$0.00
Fee to Council for Development Applications requiring concurrence	\$401.19	\$401.19	\$0.00	\$401.19	0.00%	\$0.00

### Long Service Levy (All Development Types)

Building Services Long Service Levy Payments Act

As Legislated (Note currently 0.25% of the total cost of the work for building and construction work that is equal or over \$250,000, no charge for cost of work under \$250,000)



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

## Development and Building - Building Assessment and Development Engineering

### Building Information Certificate Applications

Application for any National Construction Code (Building Code of Australia) class 1 building (together with any class 10 buildings on the site) or any other National Construction Code (Building Code of Australia) class of building with a floor area not exceeding 200m2	\$250.00	\$762.50	\$0.00	\$762.50	205.00%	\$512.50
Application for any National Construction Code (Building Code of Australia) class of building (except Class 1 building, together with any class 10 buildings on the site) where Floor Area exceeds 200m2	\$2000.00 plus \$1.50 per square metre  Min. Fee: \$2,000.00					
Charge Rates: a. \$250 plus \$0.50 per m <sup>2</sup> for area of 200m <sup>2</sup> to 2000m <sup>2</sup> ; b. \$1165 plus \$0.08 per m <sup>2</sup> for area 2001m <sup>2</sup> or greater						
Inspection Fee (x2 to be charged per BIC lodgement)	\$90.00	\$334.50	\$0.00	\$334.50	271.67%	\$244.50
Additional Fee for all Building Information Certificate Applications where works undertaken in previous 24 months required Development Consent /CDC however was not obtained	In addition to BIC fee and BIC Inspection Fees, applicable Development Application & Construction Certificate fees that would apply for the full extent of illegal works for which certification is sought					
Additional Fee for all Building Information Certificate Applications where building works have been carried out and Private Certifier has not issued an occupation certificate	\$750 plus Construction Certificate fees if approval had been sought					

### Building Information Certificate Public Notification & Re-notification Fees

Modification	\$834.56	\$834.56	\$0.00	\$834.56	0.00%	\$0.00
Development Application	\$1,385.93	\$1,385.93	\$0.00	\$1,385.93	0.00%	\$0.00

### Electronic File Management

Fee per application for the electronic file management of Building Information Certificates, Subdivision Certificates, Council CDC's, Council Construction Certificates, Hoarding and Anchor applications and accompanying information

Document Management estimated cost of works < \$10,000	\$35.00	\$36.75	\$0.00	\$36.75	5.00%	\$1.75
Document Management estimated cost of works \$10,000 to \$100,000	\$50.00	\$52.50	\$0.00	\$52.50	5.00%	\$2.50
Document Management estimated cost of works \$100,001 to \$300,000	\$80.00	\$84.00	\$0.00	\$84.00	5.00%	\$4.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Electronic File Management** [continued]

Document Management estimated cost of works \$300,001 to \$500,000	\$130.00	\$136.50	\$0.00	\$136.50	5.00%	\$6.50
Document Management estimated cost of works \$500,001 to \$1,000,000	\$220.00	\$231.00	\$0.00	\$231.00	5.00%	\$11.00
Document Management estimated cost of works \$1,000,001 to \$5,000,000	\$400.00	\$420.00	\$0.00	\$420.00	5.00%	\$20.00
Document Management estimated cost of works > \$5,000,000	\$600.00	\$630.00	\$0.00	\$630.00	5.00%	\$30.00

**Amended Plans / Documentation**

The fee for an assessment of an amendment to Building Information Certificates, Subdivision Certificates, Hoarding and Anchor applications prior to its determination is:

All amendments	50% of original assessment fee
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**Lodgement of Private PCA Issued Certificates for Records purposes****Outside of Standard Hours Work Permit application fees**

Class 1a Dwelling (each dwelling)	\$225.00	\$340.00	\$0.00	\$340.00	51.11%	\$115.00
Class 2-9 Building – up to 3 Stories	\$545.00	\$660.00	\$0.00	\$660.00	21.10%	\$115.00
Class 2-9 Building – 4 Stories and above	\$760.00	\$990.00	\$0.00	\$990.00	30.26%	\$230.00
Class 2-9 Building where concrete pour exceeds 500 square metres	\$1,090.00	\$1,320.00	\$0.00	\$1,320.00	21.10%	\$230.00

**Swimming Pools (Private Swimming Pool)**

Application for exemption under Clause 22 of Swimming Pools Amendment Act 2012	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00
Certificate of Compliance under Schedule 1 of Swimming Pools Amendment Act 2012	\$165.00	\$150.00	\$15.00	\$165.00	0.00%	\$0.00
Re-inspection	\$110.00	\$100.00	\$10.00	\$110.00	0.00%	\$0.00
Swimming Pools Registration Online	\$11.00	\$10.00	\$1.00	\$11.00	0.00%	\$0.00
Resuscitation Charts	\$33.00	\$30.00	\$3.00	\$33.00	0.00%	\$0.00

**Fire Safety**

Registration of AFSS	\$165.00	\$159.09	\$15.91	\$175.00	6.06%	\$10.00
Fire Safety Compliance Program Inspection and Re-inspection fee (i.e. Shared Accommodation, Entertainment Venues, Industrial & Commercial premises etc.)	\$455.00	\$250.00	\$0.00	\$250.00	-45.05%	-\$205.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Fire Safety** [continued]

Registrable Boarding Houses – Boarding House first 12 months Registration and Compliance Inspection Fee	\$455.00	\$250.00	\$0.00	\$250.00	-45.05%	-\$205.00
Registrable Boarding Houses Annual Inspection Fee per hour or part thereof after	\$400.00	\$250.00	\$0.00	\$250.00	-37.50%	-\$150.00
Registrable Boarding Houses Re-inspection Fee per hour or part thereof after	\$400.00	\$250.00	\$0.00	\$250.00	-37.50%	-\$150.00

**Hoardings**

Base application fee	\$495.00	\$600.00	\$0.00	\$600.00	21.21%	\$105.00
Amended application/plans/detail	\$495.00	\$600.00	\$0.00	\$600.00	21.21%	\$105.00
Extension to approval application	\$495.00	\$600.00	\$0.00	\$600.00	21.21%	\$105.00
Late application fee	\$495.00	\$600.00	\$0.00	\$600.00	21.21%	\$105.00

**Public Roads (Licence Fee)**

Type A (fence type)	\$62 per month (per lineal metre)					
Type B (overhead type)	\$83 per month (per square metre)					

**Council Land Other (Leasing Fee)**

Note - any administration costs in developing a lease agreement for Hoarding on Council Land will be passed on to the applicant

Type A (fence type)	\$118 per month (per lineal metre or commercial rate via valuation - which ever is the higher)
Type B (overhead type)	\$163 per month (per lineal metre or commercial rate via valuation - which ever is the higher)

**Damage Deposits and Inspection Fees Against damage to Council property**

Minor Building Work to the value of \$25,000	\$550.00	\$550.00	\$0.00	\$550.00	0.00%	\$0.00
Dual occupancy and domestic building work including dual occupancy – value between \$20,500 and \$2,000,000	\$1,900.00	\$2,000.00	\$0.00	\$2,000.00	5.26%	\$100.00
All industrial and commercial building work value between \$20,000 and \$2,000,000	\$3,750.00	\$3,750.00	\$0.00	\$3,750.00	0.00%	\$0.00
Security against access damage to Council parks or reserves	\$2,300.00	\$2,300.00	\$0.00	\$2,300.00	0.00%	\$0.00
Security against compliance with tree preservation requirements/ conditions	\$2,250.00	\$2,250.00	\$0.00	\$2,250.00	0.00%	\$0.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Damage Deposits and Inspection Fees Against damage to Council property** [continued]

Security against access damage for construction within 3 metres of Council Stormwater Infrastructure	Deposit amount to be determined based on costs of works to replace stormwater infrastructure					
Major Developments – Damage Deposit Works greater than \$2,000,000 in value	\$1,236.00 per metre of each street frontage of property					
Inspection fees of Major developments (min 2 inspections) – Non refundable	\$371.00	\$371.00	\$0.00	\$371.00	0.00%	\$0.00
Ground Anchor Deposit	\$1,000.00 per metre of each street frontage of property					
Where excavation is to be supported by the use of below ground cable anchors that are constructed under Council's roadways / footpaths						

**Footpath / Asset Inspection Fees**

First Hour or part thereof	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00
Per hour or part thereof after First Hour	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00
Minor Building Work	\$140.00	\$150.00	\$0.00	\$150.00	7.14%	\$10.00
Other	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00

**Demolition Inspection Fees**

Pre Demolition Inspection Fee	\$250.00	\$315.00	\$0.00	\$315.00	26.00%	\$65.00
Post Demolition Inspection Fee	\$250.00	\$315.00	\$0.00	\$315.00	26.00%	\$65.00

**Section 88G Certificate**

Fee	\$35.00	\$35.00	\$0.00	\$35.00	0.00%	\$0.00
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**Activity Applications under Section 68, Local Government Act, 1993**

Application Fee	\$400.00	\$470.00	\$0.00	\$470.00	17.50%	\$70.00
Per hour or part thereof	\$340.00	\$360.00	\$0.00	\$360.00	5.88%	\$20.00
Ground Anchor Application (minimum 4 hours)	\$1,360.00	\$1,430.00	\$0.00	\$1,430.00	5.15%	\$70.00

**Information request**

Outstanding Notices Certificate - Environmental Planning and Assessment Act	\$230.00	\$245.00	\$0.00	\$245.00	6.52%	\$15.00
Outstanding Notices Certificate	\$230.00	\$245.00	\$0.00	\$245.00	6.52%	\$15.00
Information compiled from files including written response and search / miscellaneous services (per hour)	\$340.00	\$360.00	\$0.00	\$360.00	5.88%	\$20.00

Fee Name	Year 23/24	Year 24/25		Increase %	Increase \$
	Fee (incl. GST)	Fee (excl. GST)	GST Amount		

#### Professional External Consultancy Services Fee – Peer review, Report and or Advice

Professional External Consultancy Services Fee for Application Assessment (e.g. acoustics, urban design, fire engineering, geotechnical, flood, bushfire, heritage, ecology etc.) – Peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice. In accordance with Council's Procurement Policy and Practices.

'As invoiced' plus 20% for Council Administration of Consultant Engagement and Contract Management

#### Building Certification

##### Principal Certifying Service Fee (Includes one Occupation Certificate fee) - All development types

The Manager Development & Building has the authority to adjust the fee applicable (maximum 10%) based on assessment of the extent of the proposed works and justification of the number of inspections

Up to \$100,000	\$250.00	\$1,038.63	\$103.86	\$1,142.50	357.00%	\$892.50
\$100,001-\$250,000	\$1175.00					
	Min. Fee: \$1,175.00					
\$250,001 – \$500,000	\$1,550.00					
	Min. Fee: \$1,550.00					
\$500,001 – \$1,000,000	\$2,205.00					
	Min. Fee: \$2,205.00					
\$1,000,001 - \$2,000,000	\$2,775.00					
	Min. Fee: \$2,775.00					
\$2,000,001 - \$5,000,000	\$8,110.00					
	Min. Fee: \$8,110.00					
Greater than \$5,000,001	\$19,962.00 plus \$330 per hour					
	Min. Fee: \$19,962.00					
Class 2-9 with alternative solution requiring A1 unrestricted accreditation	Full cost of engaged service provider agreed price plus 20% for administration, insurance and management costs.					

#### 2.17a Where Council is appointed as the replacement Principal Certifier

Where Council is appointed as the replacement Principal Certifier, the Principal Certifying Service fee is as outlined in the above table multiplied by 4

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

### Construction Certificate Application Fees for National Construction Code Building Classes 1 and 10 – based on estimated cost of works - (In addition to PCA fee)

\$0 to \$100,000	\$250.00	\$655.00	\$65.50	\$720.50	188.20%	\$470.51
\$100,000.01-250,000						\$1,270.00
					Min. Fee:	\$1,270.00
\$250,001 to \$500,000						\$2532.00
					Min. Fee:	\$2,532.00
\$500,001 - \$1,000,000						\$2785.00
\$1,000,001-\$2,000,000						\$3,500.00
					Min. Fee:	\$3,500.00
More than \$2,000,000						\$3950.00
					Min. Fee:	\$3,950.00

### Construction Certificate Application Fees for National Construction Code Building Classes 2 to 9 – based on estimated cost of works

Up to \$250,000	\$787.50	\$2,536.36	\$253.64	\$2,790.00	254.29%	\$2,002.50
\$250,001 - \$500,000						\$3,750.00
					Min. Fee:	\$3,750.00
\$500,001 - \$1,000,000						\$5,250.00
					Min. Fee:	\$5,250.00
\$1,000,001 - \$2,000,000						\$6,750.00
					Min. Fee:	\$6,750.00
\$2,000,001 - \$5,000,000						\$11,250.00
					Min. Fee:	\$11,250.00
\$5,000,001 and above excluding alternate solutions requiring A1 Unrestricted certification which are charged at the quoted provider cost plus 20% for administrative, insurance and management costs				\$11,250 plus 0.12% for each \$1 greater than \$5,000,000		Min. Fee: \$11,250.00

### Amended Construction or Complying Development Certificates

Amended Construction or Complying Development Certificates					50% of original fee	
Amended Construction (Class 1 to 10 or fitouts) or Complying Development Certificates (Minor Works 1-10 or fitouts)	\$650.00	\$622.73	\$62.27	\$685.00	5.38%	\$35.00

Fee Name	Year 23/24	Year 24/25			Increase %	Increase \$
	Fee (incl. GST)	Fee (excl. GST)	GST Amount	Fee (incl. GST)		

### Complying Development Certificate Application Fees for National Construction Code Building Classes 1 and 10 – based on estimated cost of works

Up to \$100,000	\$250.00	\$955.16	\$95.52	\$1,050.68	320.27%	\$800.68
\$100,001 - \$250,000						\$1393.80
					Min. Fee:	\$1,393.80
\$250,001 – \$500,000						\$1893.80
					Min. Fee:	\$1,893.80
\$500,001 – \$1,000,000						\$2,643.80
					Min. Fee:	\$2,643.80
\$1,000,001 - \$2,000,000						\$3,443.80
					Min. Fee:	\$3,443.80
More than \$2,000,001				\$2,643.80 Plus 0.08% for each \$1 greater than \$1mil		
Complying Development Certificate Neighbour Notification Fee	\$84.50	\$1,254.55	\$125.45	\$1,380.00	1,533.14%	\$1,295.50

### Complying Development Certificate Application Fees for National Construction Code Building Classes 2 to 9 – based on estimated cost of works

Up to \$250,000	\$750.00	\$2,534.09	\$253.41	\$2,787.50	271.67%	\$2,037.50
\$250,001 - \$500,000						\$3,750
					Min. Fee:	\$3,750.00
\$500,001 - \$1,000,000						\$5,250.00
\$1,000,001 - \$2,000,000						\$6,750.00
					Min. Fee:	\$6,750.00
Works requiring certification by A1 Unrestricted Certifier				Invoice cost plus 20% for administration, insurance, and management		
\$5,000,001 and above				\$11,250 plus 0.07% for each \$1 greater than \$5,000,000		

### Complying Development Certificate

Commercial Change of use	\$800.00	\$1,363.63	\$136.36	\$1,500.00	87.50%	\$700.00
Modification of Complying Development Certificate					50% of original fee	

### PCA Inspections (Mandatory or additional)

Per inspection (Charged as per minimum mandatory number required at lodgement, additional charged as required)	\$340.00	\$327.27	\$32.73	\$360.00	5.88%	\$20.00
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### Occupation Certificate.

Occupation Certificate application	\$450.00	\$431.82	\$43.18	\$475.00	5.56%	\$25.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Subdivision Certificate**

Base Torrens Title (including Stratum) Subdivision Certificate Fee	\$500.00	\$975.00	\$0.00	\$975.00	95.00%	\$475.00
Fee per lot (all subdivision types) created or per unit proposed in addition to base fee	\$285.00	\$300.00	\$0.00	\$300.00	5.26%	\$15.00
Base Strata and Community Title Subdivision Certificate Fee	\$1,000.00	\$1,500.00	\$0.00	\$1,500.00	50.00%	\$500.00

**Linen Plan (certification)**

Additional Inspection Fee (more than 1) Subdivision Certificate	\$380.00	\$400.00	\$0.00	\$400.00	5.26%	\$20.00
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**Endorsement of Instrument under the Conveyancing Act where Council is cited in the instrument**

Certification Fee	\$450.00	\$475.00	\$0.00	\$475.00	5.56%	\$25.00
Inspection Fee	\$380.00	\$400.00	\$0.00	\$400.00	5.26%	\$20.00

**Complying Development Certificate private certifier storm water assessment referral fee**

Stormwater Assessment for CDC applications as per Council's Stormwater Management Policy	Per application min \$1500 (5 hrs) plus \$300 per additional hour Min. Fee: \$1,500.00					
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**Professional External Consultancy Services Fee – Peer review, Report and or Advice**

Professional External Consultancy Services Fee for Application Assessment (e.g. acoustics, fire engineering, geotechnical, flood, bushfire, heritage, ecology, traffic, landscape assessment etc.) – Peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice. In accordance with Council's Procurement Policy and Practices.	'As invoiced' plus 20% for Council Administration of Consultant Engagement and Contract Management					
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**Activity Application under s.68 of the Local Government Act and/or s.138 of the Roads Act (Stormwater)**

Application Fee (per application)	\$470.00	\$495.00	\$0.00	\$495.00	5.32%	\$25.00
Inspection Fee (per hour or part thereof)	\$150.00	\$160.00	\$0.00	\$160.00	6.67%	\$10.00



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

### Activity Application under s.68 of the Local Government Act and/or s.138 of the Roads Act (Stormwater) [continued]

Damage Deposit for works on Council Stormwater Infrastructure	Price on application based on cost of works - to be determined by Council
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### Temporary Road, Lane or Footpath Closure

Car Park Closure (per bay per day)	\$32.50	\$34.50	\$0.00	\$34.50	6.15%	\$2.00
Temporary compound Closure (per m2 per month)	\$165.00	\$175.00	\$0.00	\$175.00	6.06%	\$10.00
Urgent Processing Fee (within 48 business hours)	\$270.00	\$285.00	\$0.00	\$285.00	5.56%	\$15.00
Application Fee (non refundable)	\$180.00	\$190.00	\$0.00	\$190.00	5.56%	\$10.00
Road Closure Fee (per Lin. m per lane per day)	\$43.50	\$46.00	\$0.00	\$46.00	5.75%	\$2.50
Road Closure Fee – Section 68 LG Act – Cranes, Pumps etc. (per lin. m per lane per day)	\$59.50	\$62.50	\$0.00	\$62.50	5.04%	\$3.00
Footpath Occupancy Fee (per sq.m per day)	\$11.00	\$11.60	\$0.00	\$11.60	5.45%	\$0.60

### Use of Footway

Use of Footway Application Fee	\$200.00	\$275.00	\$0.00	\$275.00	37.50%	\$75.00
Licence to use roadway for permanent structures	Market rate to be determined by valuation - Legal, Survey and Valuation fees at cost					

### Outdoor Dining/Restaurants

Application Fee	\$220.00	\$275.00	\$0.00	\$275.00	25.00%	\$55.00
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### Licence Fee

Outdoor Dining - Hurstville Plaza ( per square metre per annum)	\$350.00	\$350.00	\$0.00	\$350.00	0.00%	\$0.00
Hurstville & Kogarah CBD – Without Fixed Council Umbrellas (per square metre per annum)	\$320.00	\$320.00	\$0.00	\$320.00	0.00%	\$0.00
Hurstville & Kogarah CBD – With Fixed Council Umbrellas (per square metre per annum)	\$390.00	\$390.00	\$0.00	\$390.00	0.00%	\$0.00
Oatley / Beverly Hills / Mortdale / Penshurst (per square metre per annum)	\$250.00	\$265.00	\$0.00	\$265.00	6.00%	\$15.00
Other Areas (per square metre per annum)	\$250.00	\$265.00	\$0.00	\$265.00	6.00%	\$15.00

### Display of Goods (adjacent to business premises)

Application Fee	\$130.00	\$275.00	\$0.00	\$275.00	111.54%	\$145.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Licence Fee**

Hurstville & Kogarah CBD (per square metre per annum)	\$169.50	\$200.00	\$0.00	\$200.00	17.99%	\$30.50
Other Areas (per square metre per annum)	\$140.00	\$160.00	\$0.00	\$160.00	14.29%	\$20.00

**A-Frame Advertising Signage**

A-Frame Advertising Signage (per sign per annum)	\$220.00	\$275.00	\$0.00	\$275.00	25.00%	\$55.00
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**Use of Public Space (non-road reserve)**

Use of Public Space - Kogarah Town Square and Hurstville Plaza - Rental / Use of space (maximum fee payable per event per day) (GST inclusive)	\$1,450.00	\$1,384.09	\$138.41	\$1,522.50	5.00%	\$72.50
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**Outdoor Dining/Restaurants - Kogarah Town Square Decking**

Application Fee	\$220.00	\$275.00	\$0.00	\$275.00	25.00%	\$55.00
Licence Preparation Fee (new and renewals) (per stall holder)	\$69.00	\$72.50	\$0.00	\$72.50	5.07%	\$3.50
Rental/Use of Space (per square metre per annum)	\$330.00	\$350.00	\$0.00	\$350.00	6.06%	\$20.00

**Activity Application Determination**

Fee	Under Section 100 Local Government Act – 30% of Fee with minimum fee of \$75.00					
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**Section 68 LGA Approvals (12 months maximum)****Commercial Use of Public Footways**

Install or operate amusement devices (per event)	\$358.00	\$380.00	\$0.00	\$380.00	6.15%	\$22.00
Use a standing vehicle or any article for the purpose of selling any article in a public place for the period specified in the approval	\$358.00	\$380.00	\$0.00	\$380.00	6.15%	\$22.00
Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	\$358.00	\$380.00	\$0.00	\$380.00	6.15%	\$22.00

**Skip Bin Fees - Sec 68 LG Act Management of Waste**

Skip Bin Application Fee	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	\$0.00
Skip Bins on Public Land (per bin per week)	\$110.00	\$120.00	\$0.00	\$120.00	9.09%	\$10.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

## Public Health

(note: includes Cooling Towers or Warm Water Systems (regulated systems), Public Swimming Pool & Spas, Mortuaries and Skin Penetration Premises)

Collection & analysis of water samples by NATA approved laboratory					Invoice cost + 10%	
Pre-occupation Certificate Inspection	\$260.00	\$275.00	\$0.00	\$275.00	5.77%	\$15.00
Public Health Notification Fee - Cooling Water System and Warm Water System	\$0.00	\$120.00	\$0.00	\$120.00	∞	\$120.00
Public Health Notification Fee - Skin Penetration, Public Swimming Pool and Spa Pool	\$0.00	\$105.00	\$0.00	\$105.00	∞	\$105.00
Inspection Fee (first hour)	\$205.00	\$220.00	\$0.00	\$220.00	7.32%	\$15.00
Inspection Fee (per half hour or part thereof after first hour)	\$102.00	\$110.00	\$0.00	\$110.00	7.84%	\$8.00
Re-Inspection Fee (first hour)	\$102.00	\$108.00	\$0.00	\$108.00	5.88%	\$6.00
Re-Inspection Fee (per half hour or part thereof after first hour)	\$50.00	\$54.00	\$0.00	\$54.00	8.00%	\$4.00
Hair, Skin Beauty Salon (Non-Skin Penetration Premises)	\$125.00	\$135.00	\$0.00	\$135.00	8.00%	\$10.00

## Public Health - Notices and Orders

Improvement Notice – Regulated System	\$620.00	\$635.00	\$0.00	\$635.00	2.42%	\$15.00
Prohibition Orders – Regulated System	\$620.00	\$635.00	\$0.00	\$635.00	2.42%	\$15.00
Improvement Notice – Public Swimming pool & Spa and Skin Penetration Premises	\$290.00	\$295.00	\$0.00	\$295.00	1.72%	\$5.00
Prohibition Orders – Public Swimming pool & Spa and Skin Penetration Premises	\$290.00	\$295.00	\$0.00	\$295.00	1.72%	\$5.00
Prohibition Order Reinspection Fee (per hour)	\$135.00	\$255.00	\$0.00	\$255.00	88.89%	\$120.00

## Domestic Waste Management Services

Standard Domestic Waste Management Charge	\$511.00	\$613.00	\$0.00	\$613.00	19.96%	\$102.00
1 x 120L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin						
Additional Volume Domestic Waste Management Charge	\$664.00	\$797.00	\$0.00	\$797.00	20.03%	\$133.00
1 x 240L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin						
Extra general waste bin service (120L)	\$163.00	\$195.00	\$0.00	\$195.00	19.63%	\$32.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Domestic Waste Management Services** [continued]

Extra general waste bin service (240L)	\$326.00	\$391.00	\$0.00	\$391.00	19.94%	\$65.00
Change of Service (bins) Administration Fee	\$22.00	\$23.50	\$0.00	\$23.50	6.82%	\$1.50
Special Additional waste service (4 or more children or medical condition)	\$133.00	\$160.00	\$0.00	\$160.00	20.30%	\$27.00
Extra recycling bin service (240L)	\$115.00	\$138.00	\$0.00	\$138.00	20.00%	\$23.00
Extra garden organics bin service (240L)	\$153.00	\$184.00	\$0.00	\$184.00	20.26%	\$31.00
Availability charge (dwelling with private domestic waste contractor)	\$70.00	\$84.00	\$0.00	\$84.00	20.00%	\$14.00
Availability charge (dwelling with cancelled bin service)	\$70.00	\$84.00	\$0.00	\$84.00	20.00%	\$14.00

**Commercial Waste Management Services**

Commercial general waste bin service (240L) - once weekly	\$615.00	\$738.00	\$0.00	\$738.00	20.00%	\$123.00
Commercial general waste bin service (1100L) - once weekly	\$2,560.00	\$3,072.00	\$0.00	\$3,072.00	20.00%	\$512.00
Commercial recycling bin service (240L) - once weekly	\$310.00	\$372.00	\$0.00	\$372.00	20.00%	\$62.00
Commercial general waste bin service (240L) - twice weekly	\$1,230.00	\$1,476.00	\$0.00	\$1,476.00	20.00%	\$246.00
Commercial general waste bin service (1100L) - twice weekly	\$5,120.00	\$6,144.00	\$0.00	\$6,144.00	20.00%	\$1,024.00
Commercial recycling bin service (240L) - twice weekly	\$620.00	\$744.00	\$0.00	\$744.00	20.00%	\$124.00

**Other Waste Management Services**

Shared Community Waste Storage Areas - Security Bond	\$400.00	\$400.00	\$0.00	\$400.00	0.00%	\$0.00
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**Community Gardens**

Communal Garden Bed	\$51.50	\$46.82	\$4.68	\$51.50	0.00%	\$0.00
Individual Garden Bed	\$103.00	\$93.64	\$9.36	\$103.00	0.00%	\$0.00
Family / Household Membership - Communal Garden Bed	\$75.00	\$68.18	\$6.82	\$75.00	0.00%	\$0.00
Family / Household Membership – Individual Garden Bed	\$125.00	\$113.64	\$11.36	\$125.00	0.00%	\$0.00

**Companion Animal Fees - Life time registration - microchipping**

Companion Animal Fees are set by Office of Local Government and may change without prior notice

Dog – Desexed (by relevant age)	\$75.00	\$75.00	\$0.00	\$75.00	0.00%	\$0.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Companion Animal Fees - Life time registration - microchipping** [continued]

Dog – Desexed (by relevant age eligible pensioner)	\$32.00	\$32.00	\$0.00	\$32.00	0.00%	\$0.00
Dog – Desexed (sold by pound/ shelter)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
Dog – Not Desexed or Desexed (after relevant age)	\$252.00	\$252.00	\$0.00	\$252.00	0.00%	\$0.00
Dog – Not Desexed (not recommended)	\$75.00	\$75.00	\$0.00	\$75.00	0.00%	\$0.00
Dog – Not Desexed (not recommended – pensioner)	\$32.00	\$32.00	\$0.00	\$32.00	0.00%	\$0.00
Dog – Not Desexed (recognised breeder)	\$75.00	\$75.00	\$0.00	\$75.00	0.00%	\$0.00
Dog - Working	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
Dog - Service of the State	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
Assistance Animal	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
Cat – Desexed (sold by pound/ shelter)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
Cat – Desexed (Eligible Pensioner)	\$32.00	\$32.00	\$0.00	\$32.00	0.00%	\$0.00
Cat – Desexed or Not Desexed	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	\$0.00
Cat – Not Desexed (not recommended)	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	\$0.00
Cat – Not Desexed (not recommended – pensioner)	\$32.00	\$32.00	\$0.00	\$32.00	0.00%	\$0.00
Cat – Not Desexed (recognised breeder)	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	\$0.00
Registration Late Fee	\$22.00	\$22.00	\$0.00	\$22.00	0.00%	\$0.00

**Annual Specified Animal Permit Fees**

Dangerous Dog	\$221.00	\$221.00	\$0.00	\$221.00	0.00%	\$0.00
Restricted Dog	\$221.00	\$221.00	\$0.00	\$221.00	0.00%	\$0.00
Cat not desexed by four months of age	\$92.00	\$92.00	\$0.00	\$92.00	0.00%	\$0.00
Permit late fee	\$21.00	\$21.00	\$0.00	\$21.00	0.00%	\$0.00

**Dangerous/Restricted Dog Enclosure**

Compliance Certificate	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	\$0.00
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Fee Name	Year 23/24	Year 24/25			Increase %	Increase \$
	Fee (incl. GST)	Fee (excl. GST)	GST Amount	Fee (incl. GST)		

### Animal Impounding and Euthanasia Fees

Daily boarding charge & Vet Care per animal per day for cost of care for all animals not reclaimed by their owner until there is an outcome, up to a maximum capped period:

- Dogs & Cats - 74 day cap on boarding fees (14 day stat hold plus max 60 days for rehoming)
- Small Animals - 30 day cap on boarding fees
- All animals under 8 weeks of age on entry will have Boarding fees capped at 14 day stat hold.

Council Hold dogs will be charged for their entire length of stay – capped fees do not apply.

Dogs held as 'Council Hold' i.e. declared dangerous, menacing or restricted breed, or under investigation will be charged at the same daily rate until there is an outcome.

Daily charges include boarding costs, veterinary care, exit fees, public holiday rates.

Any animal requiring euthanasia will incur a euthanasia fee. Includes euthanasia and disposal of animal declared dangerous, menacing or restricted breed. Fees are as per below

Impounded Animal Daily Boarding Charge - Dogs (per day)	\$93.50	\$85.00	\$8.50	\$93.50	0.00%	\$0.00
Impounded Animal Daily Boarding Charge – Cats (per day)	\$37.40	\$34.00	\$3.40	\$37.40	0.00%	\$0.00
Impounded Animal Daily Boarding Charge – Small Animals (per day)	\$37.40	\$34.00	\$3.40	\$37.40	0.00%	\$0.00
Impounded Animal Veterinary Treatment Charge	At invoiced cost					
Impounded Animal Transport Charge – Strathfield	\$176.00	\$160.00	\$16.00	\$176.00	0.00%	\$0.00
Impounded Animal Transport Charge – Austral	\$286.00	\$260.00	\$26.00	\$286.00	0.00%	\$0.00
After Hours Emergency Animal Transport Charge - Rosebery	\$220.00	\$200.00	\$20.00	\$220.00	0.00%	\$0.00
Animal Intake Administration Fee	\$82.50	\$75.00	\$7.50	\$82.50	0.00%	\$0.00
Reduced to \$35 plus gst for animals that are reclaimed to cover vaccination on entry						
Euthanasia Fee - Kitten	\$110.00	\$100.00	\$10.00	\$110.00	0.00%	\$0.00
Euthanasia Fee - Animal <10kg	\$275.00	\$250.00	\$25.00	\$275.00	0.00%	\$0.00
Euthanasia Fee - Animal 10kg to 20kg	\$330.00	\$300.00	\$30.00	\$330.00	0.00%	\$0.00
Euthanasia Fee - Animal >20kg	\$385.00	\$350.00	\$35.00	\$385.00	0.00%	\$0.00

### Food Premises Retail and home business

Registered Charities and Not for Profit School Canteens (P&C run) are not subject to these Food Premises Fees and Charges.

Annual Administration Fee	\$125.00	\$135.00	\$0.00	\$135.00	8.00%	\$10.00
Notification (registration) of food premises	\$60.00	\$60.00	\$0.00	\$60.00	0.00%	\$0.00
Inspection Fee – First hour	\$205.00	\$220.00	\$0.00	\$220.00	7.32%	\$15.00
Inspection Fee – Per half hour thereof after first hour	\$102.00	\$110.00	\$0.00	\$110.00	7.84%	\$8.00
Re-inspection Fee – First hour	\$102.00	\$110.00	\$0.00	\$110.00	7.84%	\$8.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Food Premises Retail and home business** [continued]

Re-inspection Fee – Per half hour thereof after first hour	\$50.00	\$55.00	\$0.00	\$55.00	10.00%	\$5.00
Pre Occupation Certificate	\$260.00	\$275.00	\$0.00	\$275.00	5.77%	\$15.00

**Temporary Food Premises (TFP) (including mobile food vending vehicles and temporary food stalls)**

Application Fee - Lifetime Temporary food Premises Permit	\$125.00	\$135.00	\$0.00	\$135.00	8.00%	\$10.00
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(mobile food vending vehicles residing with Georges River Council LGA will be subject to an annual inspection and will be charged an inspection fee accordingly)

Re-issuing of Temporary Food Premises Permit - change of details	\$60.00	\$60.00	\$0.00	\$60.00	0.00%	\$0.00
Inspection fee – Individual temporary food premises – First hour	\$102.00	\$107.10	\$0.00	\$107.10	5.00%	\$5.10

**Food - Notices**

Improvement Notice (per notice)	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	\$0.00
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**Impounding Charges**

Trolleys (per day)	\$120.00	\$130.00	\$0.00	\$130.00	8.33%	\$10.00
Other Items (per day)	\$120.00	\$130.00	\$0.00	\$130.00	8.33%	\$10.00
Administration Fee	\$28.50	\$30.00	\$0.00	\$30.00	5.26%	\$1.50
Fee to release to owner – all impounded items	\$105.00	\$115.00	\$0.00	\$115.00	9.52%	\$10.00
Disposal Fee (if not claimed)	\$66.00	\$69.50	\$0.00	\$69.50	5.30%	\$3.50

**Abandoned vehicles**

Fee is the contractor's cost which varies based on circumstances and vehicle type

Towing fee	Fee is the contractor's cost which varies based on circumstances and vehicle type
Towing fee – deemed dangerous location	Fee is the contractor's cost which varies based on circumstances and vehicle type
Impounding fee	Fee is the contractor's cost which varies based on circumstances and vehicle type
Holding Fee (per day)	Fee is the contractor's cost which varies based on circumstances and vehicle type
Fee to release to owner – all impounded items	Fee is the contractor's cost which varies based on circumstances and vehicle type

**Protection of the Environment Operations Legislation**

These fees are issued under the Protection of the Environment Operations Act

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

#### Protection of the Environment Operations Legislation [continued]

Clean Up Notice (Under POEO Act 1997)	\$785.00	\$803.00	\$0.00	\$803.00	2.29%	\$18.00
Noise Control Notice (under POEO 1997)	\$785.00	\$803.00	\$0.00	\$803.00	2.29%	\$18.00
Prevention Notice (Under POEO 1997)	\$785.00	\$803.00	\$0.00	\$803.00	2.29%	\$18.00
Compliance Cost Notice	Cost of works or services (Invoice) + 10%					
Compliance Cost Notice Administration Fee	\$0.00	\$450.00	\$0.00	\$450.00	∞	\$450.00
Environmental Audits/Inspection - including vapor recovery program	\$205.00	\$220.00	\$0.00	\$220.00	7.32%	\$15.00

#### Execution of Orders

Contractors engaged to complete required works	At invoiced cost					
Execution of Orders Administration Fee	\$0.00	\$409.09	\$40.91	\$450.00	∞	\$450.00

#### Local Government Legislation

Recovery Cost Notice	Varies - depending on cost of works					
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### Community & Culture

#### Georges River Libraries

##### Lost and damaged items

Replacement library card (per card)	\$6.50	\$6.90	\$0.00	\$6.90	6.15%	\$0.40
Lost or damaged collection items	Replacement cost of item					
Processing fee for lost or damaged collection items (per item)	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00
Cleaning fee for collection items returned dirty (per item)	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00
Replacement fee for damaged packaging (per item)	\$12.50	\$13.20	\$0.00	\$13.20	5.60%	\$0.70

##### Inter-library loans

Item loaned from another public library in Sydney (per item)	\$7.50	\$6.82	\$0.68	\$7.50	0.00%	\$0.00
Item loaned from a university or public library outside Sydney (per item)	At cost					
Lost or damaged items loaned from another library	Replacement cost of item					



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Inter-library loans** [continued]

Processing fee for lost or damaged items loaned from another library	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00
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**Research fee**

Research Fee (per hour, first half hour free)	\$130.00	\$127.27	\$12.73	\$140.00	7.69%	\$10.00
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**Reproduction of photographs**

Service fee for reproduction of photographs (per order)	\$32.50	\$31.82	\$3.18	\$35.00	7.69%	\$2.50
Photograph Licence Fee (per image)	\$24.00	\$23.18	\$2.32	\$25.50	6.25%	\$1.50

**Library delivery or collection fee**

Delivery or collection fee (more than 20 items or up to 5 bulky items)	\$30.00	\$31.50	\$0.00	\$31.50	5.00%	\$1.50
Delivery or collection fee (up to 20 items)	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00

**Photocopying, printing and scanning**

## Services performed at Library

A4 black and white (per page)	\$0.30	\$0.32	\$0.03	\$0.35	16.67%	\$0.05
A3 black and white (per page)	\$0.60	\$0.59	\$0.06	\$0.65	8.33%	\$0.05
A4 colour (per page)	\$0.70	\$0.68	\$0.07	\$0.75	7.14%	\$0.05
A3 colour (per page)	\$1.30	\$1.27	\$0.13	\$1.40	7.69%	\$0.10
A4 colour scan (per page)	\$0.10	\$0.09	\$0.01	\$0.10	0.00%	\$0.00
A3 colour scan (per page)	\$0.10	\$0.09	\$0.01	\$0.10	0.00%	\$0.00

**Items for sale**

USB flash drive (16GB)	\$6.00	\$5.73	\$0.57	\$6.30	5.00%	\$0.31
Library book sale items	Price marked on item					

**Library programs, events, classes and workshops**

Library outreach programs delivered off site (per hour)	\$75.00	\$71.82	\$7.18	\$79.00	5.33%	\$4.00
Special Events	Varies depending on cost					
Basic	\$8.00	\$7.73	\$0.77	\$8.50	6.25%	\$0.50
Intermediate	\$12.00	\$11.36	\$1.14	\$12.50	4.17%	\$0.50
Advanced	\$25.00	\$24.09	\$2.41	\$26.50	6.00%	\$1.50
Custom made programs (per hour)	\$75.00	\$71.82	\$7.18	\$79.00	5.33%	\$4.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Hire fee for library rooms**

Clive James Library Kogarah Activities Room (per hour)	\$26.00	\$25.00	\$2.50	\$27.50	5.77%	\$1.50
Hurstville Library Miles Franklin Meeting Room (per hour)	\$26.00	\$25.00	\$2.50	\$27.50	5.77%	\$1.50
Oatley Library Hall (per hour)	\$26.00	\$25.00	\$2.50	\$27.50	5.77%	\$1.50
South Hustville Meeting Room (per hour)	\$20.00	\$19.09	\$1.91	\$21.00	5.00%	\$1.00
Hurstville Library Grevillea Room (per hour)	\$8.00	\$7.73	\$0.77	\$8.50	6.25%	\$0.50
Audio visual equipment including laptop, projector (per hour)	\$16.00	\$15.45	\$1.55	\$17.00	6.25%	\$1.00

**Hurstville Library Media Lab**

Media Lab and Sound Booth equipment packs available for in-house hire include: Electric Guitar Pack, Electronic Drum Pack, Percussion Pack, DJ Pack, Vocal Microphone Pack, Studio Recording Pack, Electronic Music Pack, Podcast Pack, Photography Pack, Vox Pop Pack, Film Maker Pack, Field Recording Pack

Hire of Media Lab (commercial use full-day rate - 8 hours)	\$0.00	\$490.91	\$49.09	\$540.00	∞	\$540.00
Hire of Media Lab (commercial use half-day rate - 4 hours)	\$0.00	\$245.45	\$24.55	\$270.00	∞	\$270.00
Hire of Media Lab (commercial use per hour)	\$90.00	\$81.82	\$8.18	\$90.00	0.00%	\$0.00
Hire of Media Lab (non-commercial use full-day rate - 8 hours)	\$0.00	\$163.64	\$16.36	\$180.00	∞	\$180.00
Hire of Media Lab (non-commercial use half-day rate - 4 hours)	\$0.00	\$81.82	\$8.18	\$90.00	∞	\$90.00
Hire of Media Lab (non-commercial use per hour)	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	\$0.00
Hire of Media Lab or Sound Booth equipment pack for commercial use in-house (per pack, per hour)	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	\$0.00
Hire of Media Lab or Sound Booth equipment pack for non-commercial use in-house (per pack, per hour)	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00
Hire of Sound Booth (commercial use full-day rate - 8 hours)	\$0.00	\$245.45	\$24.55	\$270.00	∞	\$270.00
Hire of Sound Booth (commercial use half-day rate - 4 hours)	\$0.00	\$122.73	\$12.27	\$135.00	∞	\$135.00
Hire of Sound Booth (commercial use per hour)	\$45.00	\$40.91	\$4.09	\$45.00	0.00%	\$0.00
Hire of Sound Booth (non-commercial use full-day rate - 8 hours)	\$0.00	\$81.82	\$8.18	\$90.00	∞	\$90.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Hurstville Library Media Lab** [continued]

Hire of Sound Booth (non-commercial use half-day rate - 4 hours)	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00
Hire of Sound Booth (non-commercial use per hour)	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00

**Hire fee for library exhibition venues for functions or programs**

Audio visual equipment including laptop, projector, PA, microphone (per hour)	\$16.00	\$15.45	\$1.55	\$17.00	6.25%	\$1.00
Hire of Clive James Library Kogarah Exhibition Space (per hour)	\$80.00	\$76.36	\$7.64	\$84.00	5.00%	\$4.00
Hire of Hurstville Library Exhibition Space (per hour)	\$80.00	\$76.36	\$7.64	\$84.00	5.00%	\$4.00
After hours function including two council staff (per hour)	\$130.00	\$127.27	\$12.73	\$140.00	7.69%	\$10.00
Cancellation fee	\$50.00	\$47.73	\$4.77	\$52.50	5.00%	\$2.50
Hire of kitchen at Clive James Library Kogarah (per hour)	\$27.00	\$27.27	\$2.73	\$30.00	11.11%	\$3.00

**Hurstville Museum & Gallery**

Easel hire (per easel)	\$0.00	\$9.09	\$0.91	\$10.00	∞	\$10.00
Museum on the Move – travelling education kits (per kit)	\$65.00	\$61.82	\$6.18	\$68.00	4.62%	\$3.00
Reminiscing Therapy kits (per kit)	\$65.00	\$61.82	\$6.18	\$68.00	4.62%	\$3.00
Commission on sale of artworks	20% of sale price					
Book and merchandise sales	Price marked on item					
Materials kit for events and classes	Price marked on item					

**Organised tours**

Organised tours	\$5.25 per person (minimum charge \$52.50 for group bookings)
Tea/coffee	\$2.10 per person

**Education programs**

High school education programs	\$6.80 per person (minimum charge \$68.00)					
Primary school education programs	\$6.80 per person (minimum charge \$68.00)					
Preschool / day care education programs	\$6.80 per person (minimum charge \$68.00)					
Professional Services fee (per hour)	\$130.00	\$127.27	\$12.73	\$140.00	7.69%	\$10.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Community Programs Events, Classes & Workshops - Museum & Gallery**

Special events	Varies depending on cost					
Basic	\$8.00	\$7.73	\$0.77	\$8.50	6.25%	\$0.50
Intermediate	\$12.00	\$11.36	\$1.14	\$12.50	4.17%	\$0.50
Advanced	\$25.00	\$24.09	\$2.41	\$26.50	6.00%	\$1.50
Custom made programs (per hour)	\$75.00	\$71.82	\$7.18	\$79.00	5.33%	\$4.00

**Georges River Art Prize**

Hardware for hanging frames - D rings	\$0.00	\$1.82	\$0.18	\$2.00	∞	\$2.00
Entry fee for people aged 18 years and over (per artwork)	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	\$0.00
Entry fee for people aged under 18 years (per artwork)	\$20.00	\$18.18	\$1.82	\$20.00	0.00%	\$0.00

**Hiring fee for exhibition venues for functions or programs**

Hire of Main Gallery (per hour)	\$80.00	\$76.36	\$7.64	\$84.00	5.00%	\$4.00
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**Dragon's Lair Gallery**

Frame Hire (per frame)	\$5.00	\$4.82	\$0.48	\$5.30	6.00%	\$0.30
Frame repair or replacement	\$0.00	\$227.27	\$22.73	\$250.00	∞	\$250.00
Exhibition of artwork - commercial rate if selling artwork (per week)	\$70.00	\$66.82	\$6.68	\$73.50	5.00%	\$3.50
Exhibition of artwork - non-commercial rate if not selling artwork (per week)	\$40.00	\$38.18	\$3.82	\$42.00	5.00%	\$2.00

**Creative studio in Merv Lynch Reserve**

Cleaning fee	\$0.00	\$136.36	\$13.64	\$150.00	∞	\$150.00
Hiring fee for creative studio in Merv Lynch Reserve (partial week - last day of hire being Sunday)	Pro-rata fee based on cost per week					
Hiring fee for creative studio in Merv Lynch Reserve (per week - Monday to Sunday)	\$175.00	\$181.82	\$18.18	\$200.00	14.29%	\$25.00

**Travelling exhibitions**

Travelling exhibition - delivery or freight costs	At cost					
Travelling exhibition - three month loan of exhibition materials	\$0.00	\$2,272.73	\$227.27	\$2,500.00	∞	\$2,500.00
Travelling exhibition - travel expenses of staff for installation	At cost					

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Policy, planning or other documents**

Not for Profit Community Groups (each)	\$39.00	\$41.00	\$0.00	\$41.00	5.13%	\$2.00
Other (each)	\$64.00	\$67.50	\$0.00	\$67.50	5.47%	\$3.50

**Child Care Fees**

Oatley West Early Learning Centre – from 1 July 2024	\$135.00	\$142.00	\$0.00	\$142.00	5.19%	\$7.00
Ocean Street Kindergarten – from 1 July 2024	\$115.00	\$121.00	\$0.00	\$121.00	5.22%	\$6.00
Carss Park Narani Long Day Care – from 1 July 2024	\$127.00	\$134.00	\$0.00	\$134.00	5.51%	\$7.00
Penshurst Long Day Care – from 1 July 2024	\$127.00	\$134.00	\$0.00	\$134.00	5.51%	\$7.00
Jack High Long Day Care – from 1 July 2024	\$127.00	\$134.00	\$0.00	\$134.00	5.51%	\$7.00
South Hurstville Kindergarten - From 1 July 2024 (not declaring Start Strong Fee Relief)	\$55.00	\$57.00	\$0.00	\$57.00	3.64%	\$2.00
South Hurstville Kindergarten Equity Fee	\$20.00	\$20.00	\$0.00	\$20.00	0.00%	\$0.00
South Hurstville Kindergarten -2 Day Enrolment (with signed Start Strong Fee Relief Declaration Form nominating SHK) - per week	\$7.07	\$11.10	\$0.00	\$11.10	57.00%	\$4.03
South Hurstville Preschool fees for children aged at least 3 years on or before 31 July of year enrolled						
South Hurstville Kindergarten -3 Day Enrolment (with signed Start Strong Fee Relief Declaration Form nominating SHK) -per week	\$62.07	\$68.10	\$0.00	\$68.10	9.71%	\$6.03
South Hurstville Preschool fees for children aged at least 3 years on or before 31 July of year enrolled						
South Hurstville Kindergarten After School Care	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	\$0.00

**Child Care - Other Charges**

Excursion fee (per child)	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00
South Hurstville Kindergarten - Event program fee (per term)	\$20.00	\$20.00	\$0.00	\$20.00	0.00%	\$0.00
Occasional Care (per hour) - Ocean Street Kindergarten	\$18.00	\$19.00	\$0.00	\$19.00	5.56%	\$1.00
Childcare Waiting List Registration Fee (non-refundable)	\$33.00	\$30.00	\$3.00	\$33.00	0.00%	\$0.00
Enrolment: Two weeks fees in advance to be paid prior to commencement of school year or on acceptance of placement (to be held as refundable bond per child)	2 weeks of fees (pro rata based on number of enrolled days)					

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Child Care - Other Charges** [continued]

Late pickup fee	\$50.00 for the first 10 minutes or part thereof, plus \$20.00 per subsequent 5 minutes					
Late payment of fees (per week)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00
Direct Debit Dishonour Fee (charged per family per transaction)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00
Enrolment Cancellation	2 weeks notice. Note : Enrolment cancellation in Term 4 at South Hurstville Kindergarten – full term fees must be paid. Enrolment cancellations received prior to commencement of attendance - \$200 cancellation fee.					
Children's Hat	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00
Wet Bags	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00

**Sportsfield Hire - Summer and Winter Seasonal Charges**

Full sized sport field	\$1,490.00	\$1,427.27	\$142.73	\$1,570.00	5.37%	\$80.00
Mid sized sports field	\$865.00	\$827.27	\$82.73	\$910.00	5.20%	\$45.00
Mini sized sports field	\$310.00	\$300.00	\$30.00	\$330.00	6.45%	\$20.00
Floodlight fee - per field (non-metered)	\$370.00	\$354.55	\$35.45	\$390.00	5.41%	\$20.00

**Netball Courts**

Casual Court Hire (per Court)	\$0.00	\$31.82	\$3.18	\$35.00	∞	\$35.00
Seasonal court hire	\$124.00	\$122.73	\$12.27	\$135.00	8.87%	\$11.00
Floodlight Fee - Seasonal	\$105.00	\$104.55	\$10.45	\$115.00	9.52%	\$10.00

**Synthetic Fields - Peakhurst Park; Poulton Park**

Rates are per field, per hour

Synthetic Fees and Charges as per Contract / Management Agreement / Licence

Seasonal Club hire	\$43.00	\$45.45	\$4.55	\$50.00	16.28%	\$7.00
Casual Community Hire	\$75.00	\$72.73	\$7.27	\$80.00	6.67%	\$5.00
School Hire						Free
Commercial Hire – Peak	\$245.00	\$236.36	\$23.64	\$260.00	6.12%	\$15.00
Peak - Monday to Friday 3pm to close and All day weekends						
Commercial Hire – Off-Peak	\$125.00	\$118.18	\$11.82	\$130.00	4.00%	\$5.00
Off Peak - Monday to Friday 7am to 3pm						
Flood Lighting - Synthetic Fields	\$15.00	\$18.18	\$1.82	\$20.00	33.33%	\$5.00

Fee Name	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Vanessa Street Multi-Purpose Courts**

Schools in area - Free						Free
Schools out of area - per hour	\$10.00	\$10.91	\$1.09	\$12.00	20.00%	\$2.00
Hourly rate	\$43.00	\$41.82	\$4.18	\$46.00	6.98%	\$3.00
Hourly rate with lights	\$58.50	\$59.09	\$5.91	\$65.00	11.11%	\$6.50
Seasonal rate per hour (min 2 hrs per week x 20 weeks)	\$24.50	\$23.64	\$2.36	\$26.00	6.12%	\$1.50
Seasonal rate with lights per hour (min 2 hrs per week x 20 weeks)	\$43.00	\$59.09	\$5.91	\$65.00	51.16%	\$22.00

**Coaching Clinics and Casual Hire (excludes Premium sporting fields and Synthetics)**

Casual Hire (per Court)	\$0.00	\$180.00	\$18.00	\$198.00	∞	\$198.00
Private clinics/training (per week)	\$730.00	\$700.00	\$70.00	\$770.00	5.48%	\$40.00
Private clinics/training (per day)	\$195.00	\$186.36	\$18.64	\$205.00	5.13%	\$10.00
Non Commercial – Clubs or Association (per week)	\$540.00	\$518.18	\$51.82	\$570.00	5.56%	\$30.00
Non Commercial – Clubs or Association (per day)	\$175.00	\$168.18	\$16.82	\$185.00	5.71%	\$10.00
Commercial Hire (per field per day)	\$310.00	\$300.00	\$30.00	\$330.00	6.45%	\$20.00
Casual hire (per hour)	\$60.00	\$59.09	\$5.91	\$65.00	8.33%	\$5.00
Floodlight Fee (per night)	\$20.00	\$18.18	\$1.82	\$20.00	0.00%	\$0.00

**School Holiday Clinics (excludes Premium sports fields & Synthetics)**

Private clinics per week	\$1,360.00	\$1,300.00	\$130.00	\$1,430.00	5.15%	\$70.00
Private clinics per day	\$375.00	\$359.09	\$35.91	\$395.00	5.33%	\$20.00

**Key Charges**

Initial key issue to sports club						Free
Additional or replacement for lost Key	\$90.00	\$85.91	\$8.59	\$94.50	5.00%	\$4.50

**Bonds**

Park damage bond - up to 2 fields	\$1,000.00	\$1,050.00	\$0.00	\$1,050.00	5.00%	\$50.00
Park damage bond - 3 or more fields	\$4,000.00	\$4,200.00	\$0.00	\$4,200.00	5.00%	\$200.00
Temporary park vehicle access	\$1,000.00	\$1,050.00	\$0.00	\$1,050.00	5.00%	\$50.00

**Breach of ground and facility use**

1st offence	\$250.00	\$240.91	\$24.09	\$265.00	6.00%	\$15.00
2nd offence	\$500.00	\$481.82	\$48.18	\$530.00	6.00%	\$30.00
3rd and subsequent offence	\$750.00	\$718.18	\$71.82	\$790.00	5.33%	\$40.00
Operating commercial operation without a permit	\$250.00	\$240.91	\$24.09	\$265.00	6.00%	\$15.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Personal Trainers****Annual Charge**

6 – 18 persons	\$1,210.00	\$1,163.64	\$116.36	\$1,280.00	5.79%	\$70.00
3 – 5 persons	\$605.00	\$581.82	\$58.18	\$640.00	5.79%	\$35.00
2 persons or less	\$305.00	\$295.45	\$29.55	\$325.00	6.56%	\$20.00

**Half-Yearly Permit**

6 – 18 persons	\$730.00	\$700.00	\$70.00	\$770.00	5.48%	\$40.00
3 – 5 persons	\$370.00	\$354.55	\$35.45	\$390.00	5.41%	\$20.00
2 persons or less	\$185.00	\$177.27	\$17.73	\$195.00	5.41%	\$10.00

**Casual Park Hire - Non Sport (Wedding, Filming, Community)**

Wedding Ceremony and Photography Permit - Includes Park Hire (2hr)	\$292.50	\$281.82	\$28.18	\$310.00	5.98%	\$17.50
Community Group Event < 50 people (per day)	\$170.00	\$163.64	\$16.36	\$180.00	5.88%	\$10.00
Community Group Event ≥ 50 people (per day)	Set by Council, dependent on the requirements of the event					
Cancellation fee	\$33.50	\$32.27	\$3.23	\$35.50	5.97%	\$2.00

**Filming and Photography on Council Property**

Filming and Photography Permit - < 10 crew (per day)	\$0.00	\$250.00	\$0.00	\$250.00	∞	\$250.00
Photography permit	\$77.50	\$77.27	\$7.73	\$85.00	9.68%	\$7.50
Filming in Parks – < 5 crew (per day)	\$165.00	\$159.09	\$15.91	\$175.00	6.06%	\$10.00
Public Liability	\$36.50	\$38.50	\$0.00	\$38.50	5.48%	\$2.00
Application Fee	\$285.00	\$300.00	\$0.00	\$300.00	5.26%	\$15.00
Bond	\$515.00	\$540.00	\$0.00	\$540.00	4.85%	\$25.00
Daily Rental Fee (Note – Major Projects, 20 or more staff/crew)	\$820.00	\$865.00	\$0.00	\$865.00	5.49%	\$45.00
Daily Rental Fee (Note – Minor Projects, less than 20 staff/crew)	\$250.00	\$265.00	\$0.00	\$265.00	6.00%	\$15.00

**Oatley Park Castle**

Venue hire weekend and public holidays - Includes Film and Photograph Permit	\$560.00	\$536.36	\$53.64	\$590.00	5.36%	\$30.00
Mid-week hire (excl public holidays) - Includes Film and Photography Permit	\$293.00	\$281.82	\$28.18	\$310.00	5.80%	\$17.00
Refundable cleaning bond	\$269.50	\$285.00	\$0.00	\$285.00	5.75%	\$15.50



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Community Keys**

Master Locksmith Access Key (MLAK)	\$28.50	\$27.27	\$2.73	\$30.00	5.26%	\$1.50
Seniors Centre Locker Key	\$40.00	\$38.18	\$3.82	\$42.00	5.00%	\$2.00

**Community Centres & Venues for Hire**

Late Key return (per Week)	\$25.00	\$27.27	\$2.73	\$30.00	20.00%	\$5.00
Key Deposit - Regular Hirers	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	\$0.00

**Carss Park Life Saving Hall****Casual Bookings**

Monday to Friday (per hour)	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00
Saturday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50
Sunday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$32.00	\$30.91	\$3.09	\$34.00	6.25%	\$2.00
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**Carss Park Straw Bale Shed****Casual Bookings**

Per hour	\$22.00	\$21.82	\$2.18	\$24.00	9.09%	\$2.00
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**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Per hour	\$12.95	\$12.73	\$1.27	\$14.00	8.11%	\$1.05
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**Georges River Council Civic Centre**

Monday to Friday (per hour)	\$62.00	\$59.55	\$5.95	\$65.50	5.65%	\$3.50
Saturday (per hour)	\$75.00	\$71.82	\$7.18	\$79.00	5.33%	\$4.00
Sunday (per hour)	\$75.00	\$71.82	\$7.18	\$79.00	5.33%	\$4.00

**Banksia Room**

Monday to Friday (per hour)	\$15.80	\$15.09	\$1.51	\$16.60	5.06%	\$0.80
Saturday (per hour)	\$21.00	\$20.45	\$2.05	\$22.50	7.14%	\$1.50
Sunday (per hour)	\$21.00	\$20.45	\$2.05	\$22.50	7.14%	\$1.50

**River Room**

Monday to Friday (per hour)	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00
Saturday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50
Sunday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Waratah Room**

Monday to Friday (per hour)	\$31.50	\$30.45	\$3.05	\$33.50	6.35%	\$2.00
Saturday (per hour)	\$37.00	\$35.45	\$3.55	\$39.00	5.41%	\$2.00
Sunday (per hour)	\$37.00	\$35.45	\$3.55	\$39.00	5.41%	\$2.00

**Hurstville Oval - Blackshaw Gould Community Pavillion Room****Casual Bookings**

Monday to Friday (per hour)	\$66.00	\$63.64	\$6.36	\$70.00	6.06%	\$4.00
Saturday and Sunday (per hour)	\$72.00	\$69.09	\$6.91	\$76.00	5.56%	\$4.01

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$53.00	\$50.91	\$5.09	\$56.00	5.66%	\$3.00
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**Hurstville Senior Citizens Centre****Casual Bookings**

Monday to Friday (per hour)	\$56.50	\$54.55	\$5.45	\$60.00	6.19%	\$3.50
Saturday (per hour)	\$69.00	\$66.36	\$6.64	\$73.00	5.80%	\$4.00
Sunday (per hour)	\$69.00	\$66.36	\$6.64	\$73.00	5.80%	\$4.00

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$50.00	\$48.18	\$4.82	\$53.00	6.00%	\$3.00
Saturday and Sunday (per hour)	\$63.00	\$60.91	\$6.09	\$67.00	6.35%	\$4.00

**Kingsgrove Community Centre****Casual Bookings**

Monday to Friday (per hour)	\$56.50	\$54.55	\$5.45	\$60.00	6.19%	\$3.50
Saturday (per hour)	\$69.00	\$66.36	\$6.64	\$73.00	5.80%	\$4.00
Sunday (per hour)	\$69.00	\$66.82	\$6.68	\$73.50	6.52%	\$4.50

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$50.00	\$48.18	\$4.82	\$53.00	6.00%	\$3.00
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**Kogarah School of Arts****Casual Bookings**

Monday to Friday (per hour)	\$56.50	\$54.55	\$5.45	\$60.00	6.19%	\$3.50
Saturday (per hour)	\$70.50	\$68.18	\$6.82	\$75.00	6.38%	\$4.50
Sunday (per hour)	\$69.00	\$68.18	\$6.82	\$75.00	8.70%	\$6.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$50.00	\$48.18	\$4.82	\$53.00	6.00%	\$3.00
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**Mortdale Community Centre****Casual Bookings**

Monday to Friday (per hour)	\$66.00	\$63.64	\$6.36	\$70.00	6.06%	\$4.00
Saturday (per hour)	\$72.00	\$69.09	\$6.91	\$76.00	5.56%	\$4.00
Sunday (per hour)	\$72.00	\$69.09	\$6.91	\$76.00	5.56%	\$4.00

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$53.00	\$50.91	\$5.09	\$56.00	5.66%	\$3.00
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**Oatley Community Hall****Casual Bookings**

Monday to Friday (per hour)	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00
Saturday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50
Sunday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$32.00	\$30.91	\$3.09	\$34.00	6.25%	\$2.00
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**Oatley Community Hall - meeting rooms 1 & 2****Casual Bookings**

Monday to Friday (per hour)	\$18.75	\$18.18	\$1.82	\$20.00	6.67%	\$1.25
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**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$12.95	\$12.73	\$1.27	\$14.00	8.11%	\$1.05
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**PJ Ferry Reserve Community Hall****Casual Bookings**

Monday to Friday (per hour)	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00
Saturday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50
Sunday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$32.00	\$30.91	\$3.09	\$34.00	6.25%	\$2.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**St George Community Centre****Casual Bookings**

Monday to Friday (per hour)	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00
Saturday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50
Sunday (per hour)	\$44.00	\$42.27	\$4.23	\$46.50	5.68%	\$2.50

**Regular Bookings**

- Regular Hirers are once per month for 10 months in the same financial year, or 26 bookings in a 3 month period

Monday to Friday (per hour)	\$32.00	\$30.91	\$3.09	\$34.00	6.25%	\$2.00
Sunday (per hour)	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	\$2.00

**Community Centre Waste- Extra Items if Required**

1100L Commercial Waste Bin (Per Bin)	As per Commercial Waste Management Services fee					
240L Commercial Recycling Bin (Per Bin)	As per Commercial Waste Management Services fee					
240L Commercial Waste Bin (Per Bin)	As per Commercial Waste Management Services fee					

**Performance venues****Civic Theatre**

Monday to Friday (per hour) - includes Technical Officer	\$190.00	\$181.82	\$18.18	\$200.00	5.26%	\$10.00
Weekends & public holidays (per hour) - includes Technical Officer	\$215.00	\$209.09	\$20.91	\$230.00	6.98%	\$15.00

**Marana Auditorium**

Weekdays Monday-Friday (per hour, minimum 3 hours)- includes Technical Officer	\$270.00	\$259.09	\$25.91	\$285.00	5.56%	\$15.00
Weekends & public holidays (per hour, minimum 3 hours) - includes Technical Officer	\$370.00	\$354.55	\$35.45	\$390.00	5.41%	\$20.00
Commercial Kitchen Hire (per hour, minimum 3 hours) - includes Technical Officer	\$145.00	\$140.91	\$14.09	\$155.00	6.90%	\$10.00
Hire of Large LED Screen (per day)	Price on request					

**Marana Auditorium and Civic Theatre Package**

Weekdays Monday-Friday (per hour, minimum 3 hours)	\$450.00	\$431.82	\$43.18	\$475.00	5.56%	\$25.00
Weekends & public holidays (per hour, minimum 3 hours)	\$575.00	\$550.00	\$55.00	\$605.00	5.22%	\$30.00
Video Package 1	\$1,510.00	\$1,445.45	\$144.55	\$1,590.00	5.30%	\$80.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Marana Auditorium and Civic Theatre Package** [continued]

Video Package 2	\$1,870.00	\$1,790.91	\$179.09	\$1,970.00	5.35%	\$100.00
Recorded Video File	\$59.50	\$56.82	\$5.68	\$62.50	5.04%	\$3.00
Streaming Option (live stream the event)	\$120.00	\$118.18	\$11.82	\$130.00	8.33%	\$10.00
Live Projection Option (project your event live on the screen) Requires Audio Visual Technician cost per hour (minimum 4 hours)	\$67.50	\$64.55	\$6.45	\$71.00	5.19%	\$3.50
Musicians Package 1	\$245.00	\$236.36	\$23.64	\$260.00	6.12%	\$15.00
Musicians Package 2 (Wireless Option)	\$365.00	\$350.00	\$35.00	\$385.00	5.48%	\$20.00
Cross Stage Lighting Package	\$895.00	\$854.55	\$85.45	\$940.00	5.03%	\$45.00
Further additional audio visual equipment available	Price on request					

**Marana Auditorium and Hurstville Senior Citizens Centre Package**

Fees include Technical Officer for Marana Auditorium.

Monday - Friday (Minimum 3 hours)	\$304.00	\$290.91	\$29.09	\$320.00	5.26%	\$16.00
Saturday, Sunday and Public Holidays (Minimum 3 hours)	\$405.00	\$390.91	\$39.09	\$430.00	6.17%	\$25.00

**Marana Auditorium, Civic Theatre and Hurstville Senior Citizens Centre Package**

Fees Include Technical Officer

Monday - Friday (Minimum 3 hours)	\$475.00	\$454.55	\$45.45	\$500.00	5.26%	\$25.00
Saturday, Sunday and Public Holidays (Minimum 3 hours)	\$545.00	\$522.73	\$52.27	\$575.00	5.50%	\$30.00

**Public Holiday surcharge**

Surcharge for venue hire bookings on a Public Holiday	- Public holiday rate is 25% on top of the weekend hourly rate (community centres and halls for hire) - Public holiday rate is 15% on top of the weekend hourly rate (Marana Auditorium and Civic Theatre performance venues)					
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**Additional charges**

Front of House Officer (Minimum 4 hours plus overtime and penalty rates if applicable)	\$65.00	\$62.27	\$6.23	\$68.50	5.38%	\$3.50
Moving Lighting Package: 6 x Moving Heads	\$1,000.00	\$954.55	\$95.45	\$1,050.00	5.00%	\$50.00
Multicore cable hire	\$50.00	\$47.73	\$4.77	\$52.50	5.00%	\$2.50
Technical Officer (Minimum 4 hours plus overtime and penalty rates if applicable)	\$65.00	\$62.73	\$6.27	\$69.00	6.15%	\$4.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Additional charges** [continued]

Breach of terms and conditions (per breach)	\$120.00	\$118.18	\$11.82	\$130.00	8.33%	\$10.00
Standard data projector (Civic Theatre) (per day)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
Data projector (all other venues)	\$71.50	\$68.64	\$6.86	\$75.50	5.59%	\$4.00
All other staging and equipment	Price on request					
Piano Hire or Removal (includes tuning)	\$265.00	\$254.55	\$25.45	\$280.00	5.66%	\$15.00
Security guard (per hour, 4 hour minimum plus overtime and penalty rates if applicable)	\$67.50	\$64.55	\$6.45	\$71.00	5.19%	\$3.50
Additional Audio visual technician - mandatory for the Marana Auditorium (per hour, 4 hour minimum plus overtime and penalty rates if applicable)	\$60.00	\$57.73	\$5.77	\$63.50	5.83%	\$3.50
Moving Lighting Package: 2 x Moving Heads	\$310.00	\$300.00	\$30.00	\$330.00	6.45%	\$20.00
Catering	Drinks and catering packages available upon request					
Cleaning in excess of normal cleaning after a function (per hour, minimum 2 hours)	\$130.00	\$127.27	\$12.73	\$140.00	7.69%	\$10.00

**Staging and Equipment**

Fly Person - Marana Auditorium (Minimum 4 Hours)	\$65.00	\$62.27	\$6.23	\$68.50	5.38%	\$3.50
Flipchart/whiteboard (charge per item)	\$22.00	\$21.36	\$2.14	\$23.50	6.82%	\$1.50
TV (per day)	\$43.50	\$41.82	\$4.18	\$46.00	5.75%	\$2.50
Drapes (1 set, maximum 4 sets) per set	\$70.50	\$67.73	\$6.77	\$74.50	5.67%	\$4.00
Projector screen	\$43.50	\$41.82	\$4.18	\$46.00	5.75%	\$2.50
Small Portable PA System (subject to availability, including 1x corded microphone)	\$81.00	\$77.73	\$7.77	\$85.50	5.56%	\$4.50
Tablecloths (per item)	\$13.35	\$12.73	\$1.27	\$14.00	4.87%	\$0.65
Portable urn (per day)	\$43.50	\$41.82	\$4.18	\$46.00	5.75%	\$2.50
Additional corded microphones Shure SM58 or SM57 (per day)	\$27.00	\$25.91	\$2.59	\$28.50	5.56%	\$1.50
Additional wireless handheld microphone (per item)	\$95.00	\$90.91	\$9.09	\$100.00	5.26%	\$5.00
Additional wireless headset microphone (per item)	\$95.00	\$90.91	\$9.09	\$100.00	5.26%	\$5.00
Additional wireless lapel microphone (per item)	\$95.00	\$90.91	\$9.09	\$100.00	5.26%	\$5.00
Choir microphone (set of 3)	\$135.00	\$131.82	\$13.18	\$145.00	7.41%	\$10.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Staging and Equipment** [continued]

Condenser Microphones Set of 2	\$89.50	\$85.45	\$8.55	\$94.00	5.03%	\$4.50
Haze machine	\$120.00	\$118.18	\$11.82	\$130.00	8.33%	\$10.00
Equipment storage fee (per day or part thereof)	\$62.00	\$59.55	\$5.95	\$65.50	5.65%	\$3.50
Temporary vinyl dance floor hire for Marana Auditorium – first day of hire	\$240.00	\$231.82	\$23.18	\$255.00	6.25%	\$15.00
Temporary vinyl dance floor hire for Marana Auditorium – subsequent days	\$135.00	\$131.82	\$13.18	\$145.00	7.41%	\$10.00
Temporary vinyl dance floor labour – install and removal (flat rate covers installation and removal)	\$295.00	\$281.82	\$28.18	\$310.00	5.08%	\$15.00
Front of House Mix Recording (client to provide portable Hard Drive)	\$130.00	\$127.27	\$12.73	\$140.00	7.69%	\$10.00
Multitrack recording (client to provide portable Hard Drive)	\$300.00	\$286.36	\$28.64	\$315.00	5.00%	\$15.00

**Kogarah Town Square, Hurstville Plaza or Civic Forecourt Area****Private Event**

On Application	Determined per application, minimum charge \$800 for 4 hrs
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**Use of Public Spaces****Conditions**

- Organisations can apply for a maximum of 12 occasions in a Calendar year but not more than one occasion per month
- Not for Profit Organisations seeking a further reduction in fees, refer to guidelines in accordance with the Grants and Donations Policy and/or Sponsorship Policy
- Commercial organisations that conduct Street Stall activities on behalf of not for profit organisations are not eligible for a 50% reduction on the Street Stall fee

Application	\$185.00	\$177.27	\$17.73	\$195.00	5.41%	\$10.00
Application discounted fee for Local Businesses within LGA	\$135.00	\$131.82	\$13.18	\$145.00	7.41%	\$10.00
Application discounted fee for Non-Profit and Community Groups within LGA	\$89.50	\$85.45	\$8.55	\$94.00	5.03%	\$4.50
Rental/Use of Space (maximum fee payable per event per day)	\$1,630.00	\$1,563.64	\$156.36	\$1,720.00	5.52%	\$90.00
Street Stall Fee (per day)	\$83.00	\$104.55	\$10.45	\$115.00	38.55%	\$32.00
Street Stall discounted fee for Non-Profit and Community Groups within LGA (per day)	\$41.00	\$50.00	\$5.00	\$55.00	34.15%	\$14.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Commercial Activities on designated Council footways, public plazas, or squares**

Per hour (minimum two hours)	\$110.00	\$109.09	\$10.91	\$120.00	9.09%	\$10.00
Per day	\$450.00	\$431.82	\$43.18	\$475.00	5.56%	\$25.00

**Independent Festivals or Events in Parks and Town Centres**

Note:

- Additional charges will apply for any Street Stall activities that require temporary food inspections, access to water, electricity, Council waste services or road closures
- Street Stalls or events in Council's Parks and Reserves or stalls associated with Council festivals and events (such as Australia Day and Lunar New Year Festivals) are considered separately

Daily Rental Fee (Commercial)	\$0.00	\$750.00	\$75.00	\$825.00	∞	\$825.00
Bond	\$1,070.00	\$1,130.00	\$0.00	\$1,130.00	5.61%	\$60.00
Daily Rental Fee (Non-Profit and Community Organisations)	\$520.00	\$500.00	\$50.00	\$550.00	5.77%	\$30.00
Toilet Cleaning Fee	\$450.00	\$431.82	\$43.18	\$475.00	5.56%	\$25.00
Electricity and Water Fee	\$175.00	\$168.18	\$16.82	\$185.00	5.71%	\$10.00
Waste Removal	Price on request					

**Event Management**

Event Application Form Fee (Non - refundable)	\$55.00	\$52.73	\$5.27	\$58.00	5.45%	\$3.00
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**Street stall fee at Council events**

Site Fee only (3m x 3m) for large corporations and financial institutions	\$0.00	\$2,272.73	\$227.27	\$2,500.00	∞	\$2,500.00
Site Fee only (3m x 3m)	\$206.00	\$236.36	\$23.64	\$260.00	26.21%	\$54.00
Site fee discounted for Small Local Businesses within LGA	\$154.50	\$177.27	\$17.73	\$195.00	26.21%	\$40.50
Site fee discounted for Non-Profit and Community Groups within LGA	\$123.50	\$118.18	\$11.82	\$130.00	5.26%	\$6.50

**Extra Event Management Provisions**

Power (per 10amps, available on request)	\$120.00	\$118.18	\$11.82	\$130.00	8.33%	\$10.00
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**Events, performances, shows, cinemas and activities**

Street Performance/Busking Permit	\$16.60	\$18.00	\$0.00	\$18.00	8.43%	\$1.40
Ticketing and/or booking fees for Council run events, performances, shows, cinemas and activities	Ticketing and/or booking fees for Council run or supported events, performances, shows, cinemas and activities \$0.00 - \$100.00 (ex. GST)					



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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## Advertising

Per day, or at Council's discretion

Any flagpole/Banner Poles – Users From LGA	\$9.60	\$10.20	\$0.00	\$10.20	6.25%	\$0.60
Flagpole/Banner Pole Todd Park (Princes Hwy)	\$13.40	\$14.20	\$0.00	\$14.20	5.97%	\$0.80
Banner Pole (Cox Reserve Carwar Ave/Princes Hwy)	\$13.40	\$14.20	\$0.00	\$14.20	5.97%	\$0.80
Banner Pole (Claydon Reserve)	\$13.40	\$14.20	\$0.00	\$14.20	5.97%	\$0.80
Banner Pole (Arrowsmith Reserve)	\$13.40	\$14.20	\$0.00	\$14.20	5.97%	\$0.80
Corporate Users (at Council's discretion)	\$18.00	\$19.00	\$0.00	\$19.00	5.56%	\$1.00

## Promotional Banners

### Other Uses

Application	\$139.10	\$126.45	\$12.65	\$139.10	0.00%	\$0.00
Rental/Use of Space (maximum fee payable per event per day)	\$669.50	\$608.64	\$60.86	\$669.50	0.00%	\$0.00
Public Liability	\$27.90	\$25.36	\$2.54	\$27.90	0.00%	\$0.00

## Corporate

### Map Production

#### Council Plans

First Hour (minimum 1 Hour)	\$130.00	\$140.00	\$0.00	\$140.00	7.69%	\$10.00
Per 30 Minutes or part thereof after first hour	\$34.00	\$36.00	\$0.00	\$36.00	5.88%	\$2.00

### Electronic Media Output

USB or Digital Image	\$25.00	\$26.50	\$0.00	\$26.50	6.00%	\$1.50
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## Legal Proceedings

### Reimbursement of Staff In Private Court Actions

General Manager (per day)	\$735.00	\$735.00	\$0.00	\$735.00	0.00%	\$0.00
Directors (per day)	\$615.00	\$615.00	\$0.00	\$615.00	0.00%	\$0.00
Managers (per day)	\$490.00	\$490.00	\$0.00	\$490.00	0.00%	\$0.00
Any other staff (per day)	\$370.00	\$370.00	\$0.00	\$370.00	0.00%	\$0.00
Solicitor	\$250 - \$350, depending on experience level					

### Costs in Legal Proceedings

In-House General Counsel (per hour)	\$635.00	\$635.00	\$0.00	\$635.00	0.00%	\$0.00
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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Costs in Legal Proceedings** [continued]

In-House Senior Solicitor (per hour)	\$510.00	\$510.00	\$0.00	\$510.00	0.00%	\$0.00
In-House Solicitor (per hour)	\$350.00	\$350.00	\$0.00	\$350.00	0.00%	\$0.00
In-House Internal Paralegal/Legal Officer (per hour)	\$230.00	\$245.00	\$0.00	\$245.00	6.52%	\$15.00
In-House Legal Administrative/ Support Officer (per hour)	\$85.00	\$85.00	\$0.00	\$85.00	0.00%	\$0.00
Council Officer/ Internal Expert (per hour)	\$510.00	\$510.00	\$0.00	\$510.00	0.00%	\$0.00
External Legal Fees (as incurred)						As incurred
External Expert (as incurred)						As incurred

**Subpoenas**

Conduct Money – deposit payable on application	\$39.00	\$41.00	\$0.00	\$41.00	5.13%	\$2.00
First Hour or part there of	\$40.00	\$42.00	\$0.00	\$42.00	5.00%	\$2.00
Per hour or part thereof after First Hour	\$40.00	\$42.00	\$0.00	\$42.00	5.00%	\$2.00
Cost of Council Officer to attend as Witness and for Court Appearances (per person and per hour) including travelling time	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00

**Council Documents**

Minutes/Agendas Mailing List (per year)	\$730.00	\$770.00	\$0.00	\$770.00	5.48%	\$40.00
Audio tape/CD of meetings (per tape / CD per meeting)	\$2.80	\$3.00	\$0.00	\$3.00	7.14%	\$0.20

**Government Information Public Access (GIPA)****Nature of Application****(a) Access to records by natural person about their personal affairs**

Processing Charge after first 20 hours	\$30.00 per hour after first 20 hours. Subject to a 50% reduction for financial hardship, non-profit organisations showing financial hardship and holders of pensioner health benefits card and full-time students. Reduction may apply for public interest reasons.
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**(b) All other GIPA Applications**

Application Fee	\$30.00
Processing Charge after first hour (per hour)	\$30.00. Subject to a 50% reduction for financial hardship, non-profit organisations showing financial hardship and holders of pensioner health benefits card and full-time students. Reduction may apply for public interest reasons.

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Internal review**

Application Fee	\$40.00. No fee is payable if the review is for a decision of a deemed refusal due to application not decided within time.
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**Credit Card service fee****American Express**

Fee	1.40% of total transaction value
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**Visa/MasterCard**

Fee	0.45 % of total transaction value.
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**Accrual of Interest on Rates & Charges**

Interest rate	The maximum rate set by the Minister for Local Government, calculated on a daily basis
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**Charges on Other Carriers**

Underground gas, water and sewer mains and pipes	Annual levy based on a formula that includes the length of pipes and volume
Postboxes/mail collection points on road reserve	As per agreement with Australia Post

**Rate Enquiry Fees**

Rates Enquiry Fee - including written replies (per hour, per officer (minimum 1 hour, followed by 15 min increments))	\$60.00	\$63.00	\$0.00	\$63.00	5.00%	\$3.00
Rates Enquiry Search	\$135.00	\$145.00	\$0.00	\$145.00	7.41%	\$10.00
Rates Notice Amended (per notice)	\$38.00	\$40.00	\$0.00	\$40.00	5.26%	\$2.00
Rate Notice Re-print (prior years, per notice)	\$38.00	\$40.00	\$0.00	\$40.00	5.26%	\$2.00
Section 603 Certificate	\$95.00	\$95.00	\$0.00	\$95.00	0.00%	\$0.00
Section 603 Certificate – urgency fee	\$75.00	\$79.00	\$0.00	\$79.00	5.33%	\$4.00
Section 603 Certificate Copy/ Reissue (where certificate has been issued more than 30 days prior)	\$44.00	\$47.00	\$0.00	\$47.00	6.82%	\$3.00
Section 603 Certificate Cancellation Fee (if not already issued)	\$44.00	\$47.00	\$0.00	\$47.00	6.82%	\$3.00
Aggregation Of Land Values For Rating Purposes - Per Title	\$295.00	\$310.00	\$0.00	\$310.00	5.08%	\$15.00
Rates Balance Confirmation Letter	\$60.00	\$63.00	\$0.00	\$63.00	5.00%	\$3.00
Refund Application Fee (excludes pensioners)	\$44.00	\$47.00	\$0.00	\$47.00	6.82%	\$3.00

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Rate Enquiry Fees** [continued]

Itemised Statement of Rate Account (per property / per financial year)	\$60.00	\$63.00	\$0.00	\$63.00	5.00%	\$3.00
Urgency Fee -Rates Confirmation Letters And Itemised Statements – 72 Hour Response	\$75.00	\$79.00	\$0.00	\$79.00	5.33%	\$4.00
Rates Payment Processing - Over 10 rates accounts (per rates account)	\$4.40	\$4.70	\$0.00	\$4.70	6.82%	\$0.30

**Unpaid Sundry Debtor Accounts**

Reminder Notice Fee for unpaid accounts	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00
Interest charges for unpaid accounts	The rate set by the Minister for Local Government, calculated on a daily basis					

**Dishonoured Cheque**

Fee	\$80.00	\$84.00	\$0.00	\$84.00	5.00%	\$4.00
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**Dishonoured Direct Debit**

Fee (Waived for first occurrence and pensioner accounts)	\$54.00	\$57.00	\$0.00	\$57.00	5.56%	\$3.00
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**Information Research Fee**

Fee	\$70.00	\$73.50	\$0.00	\$73.50	5.00%	\$3.50
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**Stormwater Management Service Charge**

Residential (per rateable property)	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00
Residential Strata (per rateable property)	\$12.50	\$12.50	\$0.00	\$12.50	0.00%	\$0.00
Business – Non Strata	\$25.00 per 350 square metres of land area, or part thereof to a maximum of \$1,500 per rateable property					
Business – Strata Lot	\$5.00	\$5.00	\$0.00	\$5.00	0.00%	\$0.00

\$25.00 per 350 square metres (or part thereof) of land area that would apply to the land subject to the strata scheme divided on a pro-rata basis between the lots, not less than \$5.00 for any individual lot

**Leases/Licenses/Occupation/Easements of Council Community Properties Subject to Council's Community Lease Policy****New/Renewals**

Lease/Licence Agreements Administration Fee (includes advertising for Public Notice)	\$396.00	\$381.82	\$38.18	\$420.00	6.06%	\$24.00
Reimbursement to Council for incurred legal costs	As determined by Council's Solicitor (capped at \$5,000)					

Fee Name	Year 23/24		Year 24/25		Increase %	Increase \$
	Fee (incl. GST)	Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**New/Renewals** [continued]

Valuation Fee	At Market Value - As determined by registered valuer or Council Property Consultant					
Survey Fee	As determined by Council's Surveyor					
Minimum Annual Rent Ground Lease / Community Building	\$612.00	\$586.36	\$58.64	\$645.00	5.39%	\$33.00

**Leases/Licences/Easements of Council Property and Statutory Property Matters Including Formal Road Closures****New Agreements**

Commercial Agreements	At market value as determined by registered valuer or property consultant					
Administration Fee	\$390.00	\$372.73	\$37.27	\$410.00	5.13%	\$20.00
Reimbursement of Council's Legal Fees	At Market Value- As determined by registered valuer, solicitor or Council Property Consultant					
Valuation Fee	At Market Value- As determined by registered valuer, solicitor or Council Property Consultant					
Survey Fee	At Market Value- As determined by registered valuer, solicitor or Council Property Consultant					
Road closures (permanent) fees as determined by relevant authority and statutory provisions – at cost	At Market Value- As determined by registered valuer, solicitor or Council Property Consultant					

**Renewals (including Options) or Assignments**

Administration Fee	\$195.00	\$186.36	\$18.64	\$205.00	5.13%	\$10.00
Reimbursement to Council for incurred legal costs	As determined by Council's Solicitor					
Valuation Fee	At Market Value- As determined by registered valuer, solicitor or Council Property Consultant					
Survey Fee	At Market Value- As determined by registered valuer, solicitor or Council Property Consultant					

**Ground Anchors affecting Council Land**

Fee to Install Ground Anchor - per anchor	\$2,120.00	\$2,230.00	\$0.00	\$2,230.00	5.19%	\$110.00
Permit to install Ground Anchors on Council Land – Administration and Assessment Fee	\$400.00	\$420.00	\$0.00	\$420.00	5.00%	\$20.00

**Keys - Leases/Licences**

First set						
Replacement & Additional set/s (per additional key)	\$66.50	\$63.64	\$6.36	\$70.00	5.26%	\$3.50

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

## Car parking

The car parking fees listed below state the maximum amounts that will be charged at each site. Council has the discretion to reduce these fees from the stated amounts if required.

### Kogarah Town Square - Derby Street

0 – ½ hour						Free
½ hour -1 hour	\$2.00	\$2.00	\$0.20	\$2.20	10.00%	\$0.20
1 - 2 hours	\$4.00	\$3.82	\$0.38	\$4.20	5.00%	\$0.20
2 - 3 hours	\$6.00	\$5.82	\$0.58	\$6.40	6.67%	\$0.41
3 - 4 hours	\$9.00	\$9.09	\$0.91	\$10.00	11.11%	\$1.00
4 + hours ( Max Daily)	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
LOST TICKET	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
Overnight Flat Rate	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00
From midnight						

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Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST Amount	Fee (incl. GST)	Increase %	Increase \$
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**Access Controlled Parking – Greenbank Street**

0 – ½ hour						Free
½ hour - 1 hour	\$2.00	\$2.00	\$0.20	\$2.20	10.00%	\$0.20
1 - 2 hours	\$4.00	\$3.82	\$0.38	\$4.20	5.00%	\$0.20
2 - 3 hours	\$6.00	\$5.82	\$0.58	\$6.40	6.67%	\$0.41
3 - 4 hours	\$9.00	\$9.09	\$0.91	\$10.00	11.11%	\$1.00
4 + hours ( Max Daily)	\$15.00	\$14.54	\$1.45	\$16.00	6.67%	\$0.99
LOST TICKET	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
Overnight Flat Rate	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00
From midnight						
Permanent Parking ( per week)	\$70.00	\$63.64	\$6.36	\$70.00	0.00%	\$0.00

**Access Controlled Parking – The Avenue**

Early Bird Special (entering between 7:30 am 9 9am, exiting between 3:30pm and 7:30pm)	\$0.00	\$4.55	\$0.45	\$5.00	∞	\$5.00
0 – ½ hour						Free
½ hour - 1 hour	\$2.00	\$2.00	\$0.20	\$2.20	10.00%	\$0.20
1 - 2 hours	\$4.00	\$3.82	\$0.38	\$4.20	5.00%	\$0.20
2 - 3 hours	\$6.00	\$5.82	\$0.58	\$6.40	6.67%	\$0.41
3 - 4 hours	\$9.00	\$9.09	\$0.91	\$10.00	11.11%	\$1.00
4 + hours ( Max Daily)	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	\$0.00
Overnight Flat Rate	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00
From midnight						
LOST TICKET	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00

**Access Controlled Parking – Empress Lane**

Early Bird Special (entering between 7:30 am 9 9am, exiting between 3:30pm and 7:30pm)	\$0.00	\$7.27	\$0.73	\$8.00	∞	\$8.00
0 – ½ hour						Free
½ hour - 1 hour	\$2.00	\$2.00	\$0.20	\$2.20	10.00%	\$0.20
1 - 2 hours	\$4.00	\$3.82	\$0.38	\$4.20	5.00%	\$0.20
2 - 3 hours	\$6.00	\$5.82	\$0.58	\$6.40	6.67%	\$0.41
3 - 4 hours	\$9.00	\$7.27	\$0.73	\$8.00	-11.11%	-\$1.00
4 + hours ( Max Daily)	\$12.00	\$10.91	\$1.09	\$12.00	0.00%	\$0.00
Overnight Flat Rate	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00
Permanent Parking ( per week)	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	\$0.00

**Metered Parking - Treacy Street**

0 - 1 Hour						Free
1 - 2 Hours	\$3.00	\$2.91	\$0.29	\$3.20	6.67%	\$0.20

Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

**Metered Parking - Treacy Street** [continued]

2 - 3 hours	\$5.00	\$4.73	\$0.47	\$5.20	4.00%	\$0.20
3 - 4 hours	\$7.00	\$6.73	\$0.67	\$7.40	5.71%	\$0.40
All Day	\$11.00	\$10.54	\$1.05	\$11.60	5.45%	\$0.60
Permanent Parking ( per week) - Please contact Strategic Property	\$45.00	\$43.18	\$4.32	\$47.50	5.56%	\$2.50

**Metered Parking - Gloucester Road**

0 - 1 Hour						Free
1 - 2 Hours	\$3.00	\$2.91	\$0.29	\$3.20	6.67%	\$0.20
2 - 3 hours	\$5.00	\$4.73	\$0.47	\$5.20	4.00%	\$0.20
3 - 4 hours	\$7.00	\$6.73	\$0.67	\$7.40	5.71%	\$0.40
All Day	\$11.00	\$10.55	\$1.05	\$11.60	5.45%	\$0.60
Permanent Parking ( per week) - Please contact Strategic Property	\$45.00	\$43.18	\$4.32	\$47.50	5.56%	\$2.50

**Metered Parking - Patrick/MacMahon St. Car Park**

0 - 1 Hour						Free
1 - 2 Hours	\$3.00	\$2.91	\$0.29	\$3.20	6.67%	\$0.20
2 - 3 hours	\$5.00	\$4.73	\$0.47	\$5.20	4.00%	\$0.20
3 - 4 hours	\$7.00	\$6.73	\$0.67	\$7.40	5.71%	\$0.40
All Day	\$11.00	\$10.55	\$1.05	\$11.60	5.45%	\$0.60
Permanent Parking ( per week) - Please contact Strategic Property	\$45.00	\$43.18	\$4.32	\$47.50	5.56%	\$2.50

**Replacement card - Permanent Parking Permit**

Fee	\$31.50	\$31.82	\$3.18	\$35.00	11.11%	\$3.50
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**Emergency After Hours Boom Gate or Car Park Opening Charges**

Moore Reserve, Bald Face Point Reserve, Donnelly Park, Oatley Park, Olds Park (per opening)	\$212.00	\$204.55	\$20.45	\$225.00	6.13%	\$13.00
Commercial Car Parks – Kogarah Town Square, Greenbank Street, The Avenue and Empress Lane (per opening)	\$125.00	\$122.73	\$12.27	\$135.00	8.00%	\$10.00

**Parking Permit**

Community organisation / support worker Parking Permit	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
1st Resident Parking Permit	\$20.00	\$25.00	\$0.00	\$25.00	25.00%	\$5.00
2nd Resident Parking Permit	\$20.00	\$25.00	\$0.00	\$25.00	25.00%	\$5.00
1st Visitor Parking Permit	\$30.00	\$35.00	\$0.00	\$35.00	16.67%	\$5.00
2nd Visitor Parking Permit	\$50.00	\$55.00	\$0.00	\$55.00	10.00%	\$5.00



Fee Name	Year 23/24 Fee (incl. GST)	Year 24/25			Increase %	Increase \$
		Fee (excl. GST)	GST Amount	Fee (incl. GST)		

#### Parking Permit [continued]

Replacement Fee Cost	at the cost of original permit									
at the cost of original permit										

#### Community Group - Directional Sign

Fee	\$265.00	\$254.55	\$25.45	\$280.00	5.66%	\$15.00
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# Delivery Program and Operational Plan Report 2024- 25

[georgesriver.nsw.gov.au](http://georgesriver.nsw.gov.au)

# Resourcing Strategy 2024/25

Workforce Management Plan  
Digital Resource Management Plan  
Asset Management Plan  
Long Term Financial Plan



**GEORGES  
RIVER  
COUNCIL**

[georgesriver.nsw.gov.au](https://georgesriver.nsw.gov.au)

## ADMINISTRATION

<b>Approved by</b>	Council Meeting Council Resolution
<b>Exhibition Period</b>	Public Exhibition
<b>Document Identifier</b>	D24/

## VERSION CONTROL AND CHANGE HISTORY

Version	Amendment Details	Document Owner	Period Active
1.0	2022/23 Resourcing Strategy	Integrated Planning and Reporting Officer	July 2022 – June 2023
2.0	2023/24 Resourcing Strategy	Integrated Planning and Reporting Officer	July 2023 – June 2024
3.0	2024/25 Resourcing Strategy	Integrated Planning and Reporting Officer	July 2024 – June 2025



## Council values and statements

### Vision

*A progressive, environmentally and culturally rich community enjoying a unique lifestyle.*

### Mission

*A leading, people-focused organisation delivery outstanding results for our community and city.*

### Our values



**United** – We will work collaboratively as one team with common purpose and respect



**Professional** – We will act with integrity and seek opportunities to learn and grow



**Honest** – We will be open and truthful with each other and our community



**Accountable** – We will own our decisions and actions as we strive for excellence



## Statement of acknowledgement of the Bidjigal People

Georges River Council acknowledges that the Bidjigal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander people as integral to the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging.

Georges River Council is committed to showing respect for Aboriginal people as Australia's First Peoples. Council has adopted the practice of acknowledging the Traditional custodians of Country at events, ceremonies, meetings and functions.

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## Introduction

The Resourcing Strategy forecasts Council's ability to deliver assets and services to the community over the next 10 years in line with the adopted Community Strategic Plan 2022-2032 (The Plan).

### Background – Legislative Framework

Like all Councils, Georges River Council operates under the *Local Government Act 1993* (the Act). The Act requires us to produce a suite of documents as part of an Integrated Planning and Reporting Framework.

The Framework brings together Council's various plans, giving both Council and the community a clear understanding of how each of the plans interact. This process maximises Council efforts to plan for the future strategically and holistically.

This Resourcing Strategy has been developed alongside our revised Community Strategic Plan (The Plan), which is based on community engagement during 2021.

The Community Strategic Plan 2022-2032 contains the community's priorities and aspirations as well as the strategies for achieving these goals.

Our Delivery Program sets out the proposed actions to achieve the goals and strategies in the Community Strategic Plan. The Delivery Program runs for four years to align with the local government election cycle. We are now commencing the second year of our Delivery Program.

We have also prepared a one-year Operational Plan to show the specific actions and budgets that we propose for 2024/25, consistent with the Delivery Program.





#### Our 6 Pillars

1. Our community
2. Our green environment
3. Our economy
4. Our built environment
5. Our place in Sydney
6. Our governance

## Resourcing Strategy

### Workforce Management Plan

The Workforce Management Plan identifies the people requirements, including skills and employment practices, needed to implement our Delivery Program which is informed by the Community Strategic Plan. The Plan integrates principles of human resource management, workforce planning and capability building. It outlines how we will develop and maintain a high-calibre employee base that meets current and future organisational and community needs.

### Digital Resource Management Plan

The Digital Resource Management Plan outlines Council's commitment to utilising the best digital framework possible to enable responsive and timely services and information. It aligns with Council's corporate planning and reporting framework. Its four year lifespan will ensure that our commitment to digital efficiency and evolution continues throughout the life of the current Resourcing Strategy. .

### Asset Management Plan

The Asset Management Plan sets out the broad framework for undertaking structured and coordinated management of Council's infrastructure assets. It outlines key principles that underpin our approach to providing the assets that are essential to our community. The Plan highlights the long-term funding challenges Council must address to meet the commitments outlined in the Community Strategic Plan and deliver the level of service desired by the community over the next 10 years.

### Long Term Financial Plan

The Finance Strategy and Long-Term Financial Plan (LTFP) are key components of Georges River Council (GRC) Resourcing Strategy.

The Resourcing Strategy details the overall plan on how Council will resource its planned activities over the next decade through the use of its money, people and assets, to meet the community's needs and desires.

The LTFP of Council presents a financial projection of the longer-term outlook of its operations. The LTFP considers known and projected events over the next 10 years and compiles the best estimates of its operating results and financial position.

These projections form a roadmap of the operations and give Council an opportunity to:

- Assess different courses of corrective action and quantify the potential outcomes
- Ensure sustainability through positive net results
- Structure the operations, based on affordability and financial sustainability.



# Workforce Management Plan

## What is the Workforce Management Plan?

This Workforce Management Plan, 'Our People Plan' is an important part of Council's Resourcing Strategy, implemented alongside the:

- Digital Resource Management Plan
- Asset Management Plan, and
- Long Term Financial Plan.

Our People Plan outlines our commitment to leading people practices, ensuring that we have the capacity and capability to deliver positive outcomes, based on current and future organisational and community needs.

This Plan identifies objectives and strategies that focus on employee experience, engagement, and excellence. It aims to cultivate a workforce that is inspired, inclusive and involved to steer Georges River Council as an employer of choice.

Our People Plan 2022-2026 will consolidate our efforts to align with the below key strategic themes, which have been established through consultation with our people, people leaders, unions, local government and industry bodies; analysis of our current workforce demographic; and an understanding of challenges and future requirements to support our goal to be an employer of choice.





## Purpose

Embedding our values and working towards a common, greater goal so our people feel inspired and are aligned to deliver on our commitments to our community.

## Connection

Enhancing relationships across the organisation and with the community so our people feel understood and are positive contributors in all aspects of their lives.

## Inclusion

Fostering inclusion so our people feel a sense of belonging and are actively embracing our diversity in their thinking and decision making.

## Support

Providing mechanisms that support a safe, healthy, happy, and more productive and engaged workforce, so our people feel cared for and are resilient in times of change.

## Growth

Developing a culture of learning and excellence so our people feel valued and are continually improving the way we work to sustain a high performing and agile workforce and have opportunity to progress their careers at Georges River Council.

Actions to support these themes are outlined in subsequent sections. Council's People and Culture team will actively support and work to implement the actions.

Our People Plan will evolve as the community and the organisation reviews and evaluates its needs. At a minimum, it will be reviewed annually alongside our Operational Plan to ensure its objectives reflect the changing workforce, community and Council priorities.

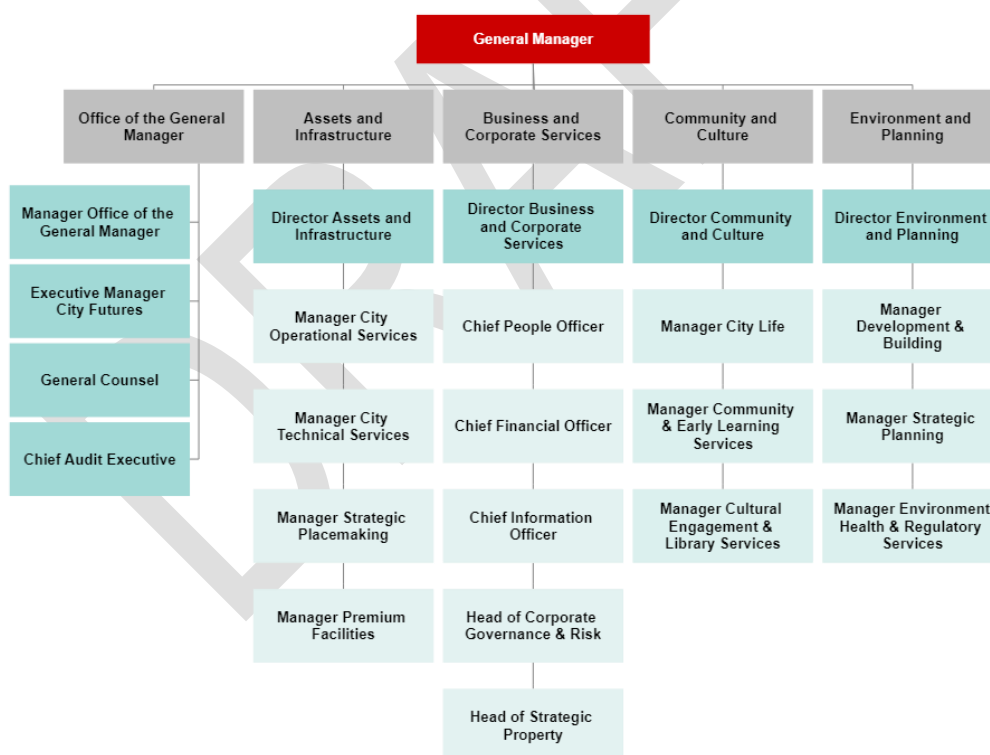


## Who are our people?

Georges River Council is an organisation made up of a committed, talented, and diverse workforce. Our vision, mission and values underpin all that we do to successfully achieve our Community Strategic Plan (CSP) and implement our Delivery and Operational Plan.

## Our Organisational Structure

Our people are committed to delivering quality outcomes for our community, which is championed and driven by leaders within four directorates and the Office of the General Manager.



## Office of General Manager

Our Office of General Manager is responsible for:

- Executive Services
- City Futures - Communications and Engagement, City Strategy & Marketing
- General Counsel
- Internal Audit

Our Executive Services manage Council and Committee meetings. They are responsible for organising briefings and workshops offered to our Councillors and ensuring our compulsory reporting requirements are met.

Our City Futures focus is to position the Georges River area and the Council as a strong and influential entity in both the Sydney metropolitan region and in New South Wales through advocacy, branding, extending networks, partnerships and transformation projects across the community, as well as communications, engagement and marketing.

Our General Counsel is responsible for the management of Council's legal function. This includes running matters in the Land & Environment Court, Local Court and other tribunals and jurisdictions. The team also provides training and advice to Council business units on a variety of legal matters.

Internal Audit provides independent, internal audit assurance services, to improve the effectiveness of operational, internal control and governance processes and to monitor compliance controls.

## Community and Culture

Our Community and Culture directorate works in partnership with the community to ensure it is socially and culturally connected. Our teams provide diverse and vibrant programs, services and facilities that bring together communities, deliver cultural and creative engagement opportunities and support the informational needs of our community.

- Community and Early Learning Services
- Cultural Engagement and Library Services
- City Life – Customer Experience Operations

## Business and Corporate Services

Our Business and Corporate Services directorate is responsible for delivering quality organisational support services that meet current and emerging needs of internal and external customers to enable effective forward planning and to deliver Council's strategic initiatives.

- Information Management Technology
- Finance
- People and Culture
- Governance and Risk Management
- Commercial Property

## Environment and Planning

Our Environment and Planning directorate oversees and administers policies, systems, practices, and deliverables relating to the built environment and landscapes within the Georges River area and the Council.

- Environment, Health and Regulatory Services
- Development Assessment and Building Certification
- Strategic Planning

## Assets and Infrastructure

Our Assets and Infrastructure directorate is responsible for leading, planning, delivering, and maintaining assets, facilities, and infrastructure in Georges River Council.

- City Operational Services
- City Technical Services
- Premium Facilities
- Strategic Placemaking



## Our Workforce Demographics

We continuously seek, capture, and analyse key demographic traits of our workforce, with the understanding that this data is important in reviewing and evolving Our People Plan.



Consisting of permanent, temporary and casual staff, our head count workforce is **742** staff with a current FTE of **568.01**



Our workforce is a mix of local and non-local employees with **32%** of staff living within our Local Government Area.



Approximately **14%** of our staff hold management or leadership roles and **86%** are in operational/administrative/technical trades or professional/specialist positions.



Females (**53%**) and males (**47%**) are almost equally represented in Council's total fixed term and permanent workforce; with the ratio of males to females in management positions also evenly split. Despite there being more female workers overall, women make up less than half (45%) of the full-time workforce. 87% of part time workers and 76% of casual workers are women.



We face the challenges of an ageing workforce. **27%** of employees are aged 55 or over. Generation X (those born between 1965 and 1980) make up **39%** of staff, with Millennials (1980 to 1995) making up 34%, followed by Baby Boomers (1946 to 1964) and Generation Z (born after 1995) making up 16% and 11% respectively.

Data available as at 15 March 2024

Category	Subcategory	Count	Percentage %
Establishment	Current FTE (excluding casuals)	568.01	-
	Head Count (excluding casuals)	615	-
Employees by status	Permanent	571	77.0%
	Temporary	44	6.0%
	Casual Staff	127	17.0%
Gender	Male Workforce	319	43.00%
	Female Workforce	423	57.00%
	Males in Management	53	50.0%
	Females in Management	53	50.0%

Category	Subcategory	Count	Percentage %
Age	17-25	53	7.14%
	26-35	146	19.68%
	36-45	179	24.12%
	46-55	190	25.61%
	56-65	148	19.95%
	66-75	23	3.10%
	75+	3	0.40%
Distance travelled to work  <i>**based on Staff Engagement Survey 2022 data (445 responses)</i>	Less than 5km distance	106	23.82%
	6km to 10km distance	97	21.8%
	11km to 15km distance	82	18.43%
	16km to 20km distance	49	11.01%
	21km + distance	84	18.88%
	Did not specify	27	6.07%
Turnover*	Annualised Turnover	-	15%
Length of service*	Less than 5 years	443	60.0%
	5 to 9 years	133	18.0%
	10 to 14 years	51	7.0%
	15 to 19 years	55	7.0%
	20 + years	60	8.0%
Diversity and inclusion*	% of staff with a disability	2	0.3%
	% Aboriginal or Torres Strait Islander	5	0.8%
	% Language other than English at home	35	5.9%
	% Culturally diverse	59	9.9%

\*perm and fixed term staff stat

## Consultants, Contractors and Labour Hire

Consultants, Contractors and Labour Hire staff are not engaged on a permanent basis in work functions ordinarily filled by permanent Council employees, but may be engaged on the below basis:

- An immediate and short-term need to fill a vacancy, pending recruitment action; and/or
- A specific capability/skills gap that needs to be filled on an immediate and short-term basis; and/or
- A time-limited need for additional resources or specialised knowledge that is not required within Council's ongoing workforce.

Engagement of Consultants, Contractors and Labour Hire staff are reviewed on an annual basis.

## Our Challenges

### Focus on Financial Sustainability

Council is continuing to apply strict financial management principles to maintain and strengthen financial sustainability. Award increases in staff salaries totalling 11% over the 3-year term of the Local Government (State) Award 2023, higher than what was assumed over the 10 year Long Term Financial Plan present a significant challenge.

The 2024/25 Budget has been developed based on the 2024/25 Budget Strategy and the Independent Pricing and Regulatory Tribunal (IPART) approval for a Special Rate Variation.

A requirement of our approved Special Rate Variation from IPART is to identify \$12 million in permanent cost containment and efficiencies over the period of 2022/23 to 2024/25, however due to high levels of inflation, increases to employee costs under the current award and other unforeseen events such as inclement weather and the global pandemic, these permanent cost reductions and efficiencies have proved difficult to achieve.

In previous years an enforced employee savings strategy was applied, though this was placing strain on service delivery, therefore a combination of enforced strategies and natural vacancy factors have been applied, that reflects workforce trends. Items include:

- Natural vacancy rate of 6%
- Recruitment timeframe estimated as a period of 8-12 weeks
- Christmas shut-down period of two weeks
- Effective management of excess leave liability
- Reduction in staff benefits such as the all-staff conference

### Skills Shortages

With 27% of our people 55 years or older, and 39% of our staff identified as Generation X, a high number of staff will consider retirement in the next 10 years. While older workers may

retire, younger employees may not have the acquired skills and experience necessary for promotion to senior technical/specialist and leadership roles, which indicates a need for ongoing succession planning.

Results from the most recent staff survey also indicated that 26% of staff could not see a future at Georges River Council beyond two years, placing corporate knowledge, organisational capability, and operational efficiency further at risk. 58% of our staff felt that not enough time and effort is spent on career planning.

### **Attracting and Retaining Top Talent**

We have five generations in our workforce, each with unique traits that define them and influence their attitudes and expectations regarding their work. Varying attitudes and expectations directly impact attraction and retention strategies that we must develop to build a capable, agile and resilient long-term workforce.

In general, the overall market for attracting professionals is increasingly competitive as councils seek to source employees in markets where salaries are not comparable, employee benefits are difficult to match and experience in local government is niche. Existing areas of skills shortages and tight labour supply in jobs such as engineering, planning, compliance, early childhood, trades, and IT are likely to become even more constricted.

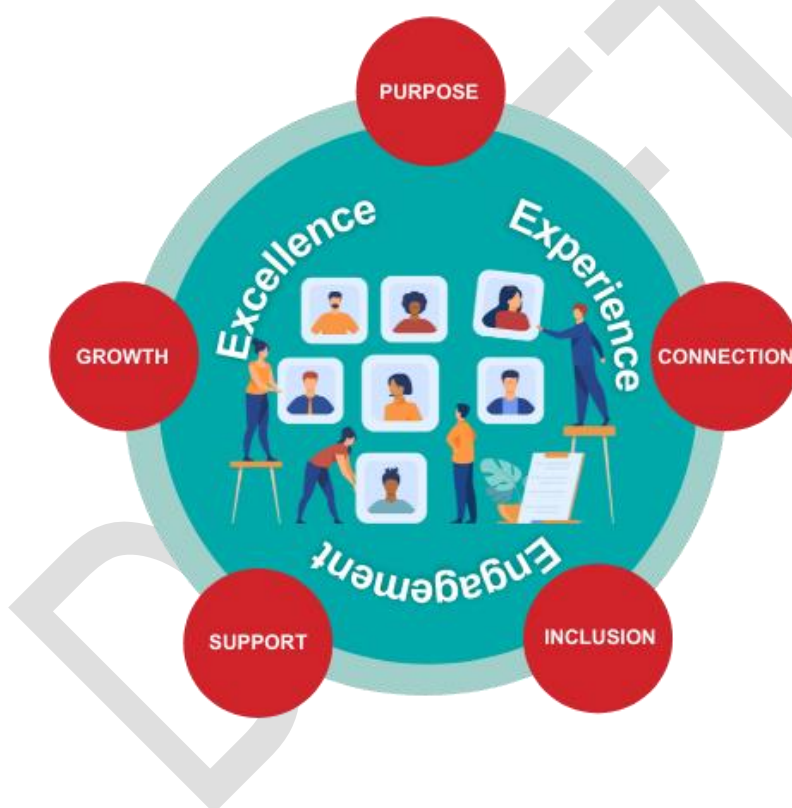
### **Work Health and Safety**

Workplace health and safety remains a critical concern for Council with new and evolving threats continuing to challenge workplace safety standards. Trends in psychological health and safety in Australian workplaces demonstrate a significant increase in mental health conditions and workers compensation claims, to which Council has not been immune, along with the continued risk of infectious diseases such as COVID-19. This has led Council to introduce a number of initiatives to manage risks in the workplace, including psychosocial risks, and to ensure workers are attentive to all hazards that affect their health and safety.

## What are our priorities?

### Priorities for the next four years

As a relatively new Council, we have made significant strides in establishing our workforce strategies. For 2022-26, we continue to aspire to building a workforce that is inspired, diverse and engaged focusing on five priority pillars.



## Implementation, Monitoring and Review

### Implementing Our People Plan

Georges River Council recognises that we are only as good as our people and when their experience at work is good, they are more likely to feel engaged and productive, resulting in positive outcomes for our customers and the community.

Workshops with our people, including people leaders and staff, have highlighted the following people experience focus areas, strategies, and actions over the next three years to ensure we deliver on our Community Strategic Plan; we offer our people interesting, challenging and rewarding work and opportunities to make a real difference to our community; and to support our goal to be the best at what we do and be an employer of choice.

YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26
<p><b>Optimising Performance</b> to empower our people to perform at their best and deliver on outcomes.</p> <p><b>Leadership Development</b> to inspire and lead our people through change and transformation.</p> <p><b>Highly Capable People</b> to continuously improve the way we work and sustain a culture of learning that provides opportunities to develop and progress in their careers at Council.</p> <p><b>Safe and Healthy Workplace</b> for our people, from a holistic outlook for total wellbeing. Driving a healthier, happier, and more engaged and productive workforce.</p>	<p><b>Talent Acquisition and Retention</b> to drive greater diversity and ensure we have the right people in the right roles with the right capabilities.</p> <p><b>Diverse and Inclusive Workplace</b> that supports and develops great people from diverse backgrounds, ensuring our people feel valued and are showing up to work as their best self.</p> <p><b>Reimagining Flexibility</b> to establish working arrangements that truly promote flexibility across our diverse workforce.</p> <p><b>Safe and Healthy Workplace</b> for our people, from a holistic outlook for total wellbeing. Driving a healthier, happier, and more engaged and productive workforce.</p>	<p><b>A Great Employee Experience</b> to ensure our people are engaged throughout the entire employee lifecycle and promote Council as a great place to work.</p> <p><b>Brand Reputation and our Employee Value Proposition (EVP)</b> to promote what it means to be part of Council and enhance organisational pride and loyalty.</p> <p><b>Cultural Shift</b> to connect our people and realign our purpose and values to work together towards a common goal.</p> <p><b>Talent Management and Succession Planning</b> to embed a framework and mechanisms to manage talent and career development.</p> <p><b>Active Collaboration</b> to leverage expertise</p>	<p><b>New Future Fit Workforce Strategy</b> to engage with our people and community to determine priorities for the next four years.</p> <p><b>Employer of Choice</b> to recognise our Council as a great place to work.</p> <p><b>Safe and Healthy Workplace</b> for our people, from a holistic outlook for total wellbeing. Driving a healthier, happier, and more engaged and productive workforce.</p>

YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26
		<p>across key projects, expand talent mobility, facilitate knowledge exchange, and strengthen coaching/mentoring.</p> <p><b>Safe and Healthy Workplace</b> for our people, from a holistic outlook for total wellbeing. Driving a healthier, happier, and more engaged and productive workforce.</p>	

### Achievements from Year 2 of Our People Plan

Year 2 of Our People Plan continued our focus from Year 1, on delivering outcomes to address significant challenge areas such as skills shortages in an ageing and multigenerational workforce, investment in capability development and mobility, reimagining flexible work practices and health and wellness.

Key achievements from Year 2 are summarised below.

**Optimising Performance: to empower our people to perform at their best and deliver on outcomes.**

Council's Performance Excellence Program (PEP) was endorsed in August 2022, putting into action our Year 1 commitment and starting the transition from an annual process to a bi-annual (half yearly) meeting (PEP Talk) focusing on facilitating continuous performance and development partnerships between our people and people leaders, and aligning with financial years.

Building on this, the first full cycle of the PEP was implemented in February 2023 and ongoing in 2024, launched for the first time in a customised review module which is part of our Human Resources Information System. This development ensures that records of our employees PEP Plans and PEP Talks are housed in a corporate platform.

The PEP has also achieved a separation of valuable performance and development discussion at PEP Talks, from the salary review process.

The PEP has provided clarity to our people regarding their roles, expectations, and key deliverables through clear communication and relevant, position-based PEP Plans. Further, the PEP has ensured our people understand the standards of excellence at Georges River Council by linking to corporate performance indicators and leadership performance indicators.

The PEP has been instrumental in achieving results by focussing on strategic alignment, clarity and engagement, and development of our people which have laid a solid foundation for future growth and excellence.

Our commitment to empowering our people to perform at their best and deliver on outcomes is a significant focus area and so the PEP will be continuously reviewed and improved based on feedback and business needs.

**Talent Acquisition and Retention: *to drive greater diversity and ensure we have the right people in the right roles with the right capabilities.***

Georges River Council is dedicated to cultivating a vibrant and skilled workforce. Recognising a critical need to move away from traditional recruitment which involved simply actioning to fill a specific position and ending there, and towards talent acquisition involving the entire ongoing process of building a talented team of employees to fulfill Council's workforce planning needs. In February 2023 variations to the People and Culture team structure were implemented to elevate service provision capacity, and support delivery of process review and improvement relevant to the talent acquisition function.

The positions of Talent Acquisition Lead and Talent Acquisition Partner were established and have driven the development of a draft Talent Acquisition Strategy and Talent Acquisition Policy. The strategy and policy work hand in hand. The policy establishes the guiding framework for recruitment and selection processes, emphasising consistency and merit-based selection, while the strategy establishes customised milestones and deliverables via an action plan, combatting our key workforce planning challenges.

Our commitment to driving greater diversity and ensuring we have the right people in the right roles with the right capabilities is a significant focus area and so will transcend from year to year of Our People Plan where we will continue to deliver on actions.

**Reimagining Flexibility: *to establish working arrangements that truly promote flexibility across our diverse workforce.***

It is acknowledged that our business is diverse, and as such operational requirements between positions vary, just as each employee and their needs and wants for balancing work and personal life are unique. Council's Flex-Fit Policy puts into action our commitment to providing flexible and agile work practices which are opt in/opt out to flex-fit based on operational and personal factors.

In accordance with the Flex-Fit Policy, many of our staff benefit from arrangements which enable them to vary the time they commence and finish work, and to work their normal hours over nine days during a two week 'flex period', then taking one full day or two half days off per fortnight.

Staff also have opportunity for hybrid work and can request approval to work a maximum of two days per week from home.

Council has considered other hours of work arrangements which recognise staff in operational functions. In August 2023, a 6-month trial '4 Day Working Week' condensed hours arrangement (36 hours per week, at 9 hours per day, over 4 days) was launched, piloted by operational staff who worked 38 hours per week with an RDO, plus the Coordinators within the City Operational



Services Business Unit. A review of the 4 Day Working Week model was undertaken, considering a variety of key data metrics insights, and was approved to be extended for a further 6 months, through to August 2024.

Based on the success of the extended pilot trial period, Council will consider implementation of the 4 Day Working Week model across other areas of our business.

Our commitment to establishing working arrangements that truly promote flexibility across our diverse workforce is a significant focus area and so will transcend from year to year of Our People Plan where we will continue to deliver on actions.

**Diverse and Inclusive Workplace that supports and develops great people from diverse backgrounds, ensuring our people feel valued and are showing up to work as their best self.**

We have partnered with an external provider to develop Council's D&I strategy. A series of listening groups have been conducted with staff from across Council to gather insights and collect feedback about what diversity and inclusion means to them and what they would like to see included in our strategy. All staff were invited to contribute to the conversation that will set the strategy for Georges River Council on how we can create a workplace where everyone feels welcomed, valued, and empowered to fully participate in how we achieve our mission.

Following the listening sessions, feedback will be consolidated and key insights, challenges and opportunities will be identified with a summary of findings being presented to our Executive Team. It is anticipated Council's draft D&I strategy will be developed by April 2024.

**Leadership Development: to inspire and lead our people through change and transformation.**

Our contemporary and tailored leadership development framework continued throughout year 2.

Each of our leadership programs were designed with underlying and consistent themes drawn from the five priority pillars of this plan: Growth, Purpose, Connection, Inclusion, and Support. A critical outcome of the leadership development initiative is driven by leaders to inspire and lead their people to achieve Council's strategic goals, contributing to quality outcomes for the community.

#### **Launching into Leadership – for our emerging leaders**

An internally designed and facilitated program based on best practice leadership principles, to provide participants with the required skills to lead today and into the future. 32 staff across two cohorts completed the program, with 100% of respondents surveyed agreeing they would recommend the learning program to others. The feedback received was overwhelmingly positive and highlights the positive impact this program is having on building a future of empathetic, courageous and influential leaders.

#### **LeaderLIFT – for our people leaders**

Following the success of our LeaderLIFT program in 2022 with Managers and the Executive Team, the program was rolled out to Coordinators and Heads Of in 2023. LeaderLIFT is a

comprehensive 12 month program which has been specifically designed for leaders of GRC. The program offers participants the opportunity to develop core leadership skills and behaviors needed to lead and thrive in a dynamic and evolving future. With the inclusion of core sessions to deliver key messages and build connections across People Leaders; optional sessions to provide flexibility and allow leaders to tailor their development journey to their specific learning needs; and group coaching circles to practice and embed learnings and further strengthen relationships with their peers, this bespoke program was well received and valued.

The Executive Team has continued working with the external provider who delivered the LeaderLIFT program as they continue to prioritise elevating leadership excellence at Council.

### **Cross-Unit Challenge**

Launching in May 2024 this program is targeted at staff who want to develop in leadership, governance and influencing capabilities, gain significant local government knowledge and build their network within Council. Based on the principles of the Local Government Professionals Australasian Management Challenge (AMC), this program has been adapted to be facilitated internally. This will allow more staff to participate, benefiting the wider organisation as they will become more effective in the way that they lead, think, communicate, negotiate, decide and analyse. It also connects a larger number of staff across Council, meeting the primary goal of the program, to promote cross-unit collaboration and build shared connections and knowledge amongst staff.

**Safe and Healthy Workplace: A workplace where the safety culture supports our people, and they are safe, healthy and feel valued.**



### **Safety Smart**

The "Safety Smart" Work Health and Safety Leadership Program was designed to educate and inspire emerging, new, and existing operational leaders to take responsibility and accountability for their safety performance. The program was made up of a comprehensive and interactive blend of theoretical knowledge with practical learning, thereby spearheading safety enhancements across high-risk operational units within Georges River Council.

Spanning over six workshops and employing a blend of learning modes along with personalised mentoring, the program was geared towards increasing an individual's deeper understanding of their roles and responsibilities concerning safety, leadership, and influence, thereby fostering a culture of continuous safety improvement.

### **Hearing Conservation Program**

The Hearing Conservation Program is a comprehensive initiative implemented by Council to protect workers' hearing health in workplaces where there is exposure to hazardous levels of noise. The main goal of the program is to prevent noise-induced hearing loss among workers.

The program consisted of identification of work tasks and equipment that produced hazardous levels of noise, initial measurement of noise levels in identified areas, comprehensive noise measurement carried out by industrial hygienist in high risk areas, implementation of suitable and reasonable controls to reduce exposure, base line audiometric testing of workers that are exposed to hazardous noise and education about how noise can damage hearing and maintaining hearing health.

By implementing the hearing conservation program, the Council aims to promote employee health and safety by eliminating or minimising the risk of hearing-related injuries and illnesses. Excessive noise-induced hearing loss not only affects workers at the workplace but can also detrimentally affect their quality of life outside of work.

### **M-FIT champions**

As part of the Council's M-FIT strategy aimed at fostering a mentally resilient workforce, the Council has introduced the M-FIT Champions Program.

The primary objective of the M-FIT Champions Program is to foster a culture where individuals feel comfortable seeking support while promoting optimism, empowerment, and recovery. M-FIT Champions are accredited Mental Health First Aid responders and undergo training to provide assistance and encouragement to colleagues facing the challenges of both professional and personal life. They aim to encourage help-seeking behaviours and aid staff in navigating available support resources. Whether individuals are grappling with work-related issues, personal relationships, or the general stressors of daily life, an M-FIT Champion is available to assist them in accessing the necessary resources to maintain their overall well-being. Our M-FIT champions are true advocates of building a mentally fit workplace and have been an integral part in spreading awareness and starting conversations about mental health in our workplace.

### **Psychosocial Hazards**

Following the implementation of specific WHS legislation addressing psychosocial hazards, the Council, in consultation and collaboration with its workers, has formulated a Safety Instruction - Psychosocial Risks in the Workplace. This instruction aims to establish a structured approach for recognising, assessing, and managing psychosocial hazards. Supporting this instruction is a comprehensive guide detailing the hazards identified within the Council, the at-risk workgroups, and the corresponding control measures for each hazard. Training sessions regarding the instruction and development of a psychosocially safe work environment will be rolled out to all staff and People Leaders and will be a key focus area of Phase 4 of Council's M-FIT strategy.

Phase 4 has also seen the completion of a mental health workplace re-audit, with the data being compared to our initial findings in October 2020. This will provide valuable insights to track our progress in building and maintaining a mentally fit workplace and provide recommendations for future initiatives and tools to further support our staff.

### **Employee Assistance Program**

August 2023 marked the re-launch of onsite support services provided by AcesseEAP. An onsite wellbeing consultant was made available to all staff at a number of locations for confidential counselling sessions. These sessions were in addition to the six free sessions available to our

people annually through EAP. Overall, the take-up was incredibly positive, with highlighted feedback from our operational workforce, of a want for further onsite support, specifically at our depots, which is a positive indicator that the stigma associated with seeing a counsellor is reducing.

**Talent Management and Succession Planning: *to embed a framework and mechanisms to manage talent and career development.***

The council has continued to offer opportunities for work experience placements, and volunteers, working alongside our employees and enhancing a broad range of services and programs offered, and providing valuable learning and development opportunities.

Further, Council has offered a significant number of opportunities for our staff to undertake short periods of higher duties or longer periods via secondments internally and externally. Supporting secondments is vital as they allow our employees to experience work in different functions of the Council or external to our business, providing mutual benefits of learning new skills, and expanding career capability and options.

The FutureGEN Program was implemented in 2023. FutureGEN is Georges River Council's entry level talent program, focusing on establishing apprenticeship, traineeship, cadetship, and graduate positions, to directly address workforce challenges and support diversity, inclusion and belonging strategies in development by:

- Encouraging youth and young professionals to apply for positions, with the intent of supporting them to grow and develop their skills in that position; and
- Maintaining our relationship with TAFE NSW and universities to attract young professionals and graduates to apply for professional roles in local government.

FutureGEN also provides people leaders with opportunities to resign existing vacant positions under the scope of this entry level talent program, enabling greater flexibility in resource allocation.

**How will we measure the success of our people plan?**

**Annual Staff Engagement Survey**

Our annual staff engagement survey, ExChange Ideas, provides three key performance indicators of which we can measure the success of Our People Plan and gain insights into employee attitudes and perceptions.

Engagement, Progress and Wellbeing scores are determined based on responses to several questions focused on the following drivers:

- **Purpose** – the clarity which exists about your organisational identity. Are staff aware of senior management strategy and vision? Are staff committed to the values and mission of the organisation?
- **Production** – the extent to which staff feel they have the infrastructure and resources they need to do their jobs. How well are staff able to maintain peace by managing stress, achieving work-life balance, and working flexibly.

- **Participation** - relates to staff feeling about how they are managed, the extent to which they receive development opportunities, satisfaction with organisational communication – vertically and horizontally, and many traditional 'HR' practices.
- **People** – staff relationships with their immediate co-workers. Do they work well in a team? Are they motivated? Are they skilled and talented?

The results of the survey will be direct measures of how Council is performing in our five areas of priority.

### **Workforce Metrics and Benchmarking Surveys**

Monthly and quarterly metrics reporting allows for continuous measures of how Our People Plan is succeeding in managing areas such as workforce turnover, workplace injuries, absenteeism, excess leave liability, performance management and talent acquisition activity which all significantly impact employee experience, engagement, and excellence.

Metrics also provide a picture of the diversity of our workforce and allows us to continually plan for the future and drive decisions based on data to continue to deliver quality services for our community.

Further, participation in benchmarking surveys allows us to compare our performance against industry to ensure Georges River Council is a high performing Council and an employer of choice.

### **Participation and Feedback in Programs**

Active participation of our people in programs aligned with our priorities for the next three years will provide indication of the reach of Our People Plan and the feedback gathered from these programs will further improve and provide valuable insights into shifts of experience, engagement, and excellence.

### **Workforce Movements**

Adopted talent acquisition, succession and transition to retirement strategies will enhance the attraction of quality people to fulfil the needs of our organisation now and into the future; facilitate the professional development of our people; and support our people who are preparing for life after work.

Career pathways, movements and sustained tenure of our people will be positive markers of employee perceptions of Georges River Council as a place to work and grow.



# Digital Resource Management Plan

## What is the Digital Resource Management Plan?

### A focus on our digital resources

Council's Digital Resource Management Plan is used to guide council on its delivery of the best digital framework which will enable responsive and timely services and information. It is one of four components of Council's *Resourcing Strategy, 2024/2025*. The *Resourcing Strategy* articulates how the Council's finances, workforce, infrastructure, and technology will support the implementation of our *Delivery Program 2022-2026*. The *Delivery Program* works towards meeting the aspirations and expectations expressed in the *Community Strategic Plan 2022-2032* for the Georges River Local Government Area (LGA).

The digital infrastructure of the Council serves as a vital backbone, bolstering all aspects of council activities. It plays a pivotal role in delivering services to our community. Internally, it fosters seamless operations across workforce management, governance, councillor support, and corporate functions. Recognising the strategic importance of our digital assets, we are keenly focused on optimising them to enhance present-day operations and future planning endeavours.

The Digital Resource Management Plan 2023–2026 was written to help define our current position and directs the roadmap by which Council will leverage information and digital technology with the aim of transforming the nature of services to our community and customers to deliver on Community Strategic Plan outcomes and targets. Our digital assets and resources are integrated into all parts of Council and throughout our Local Government Area. It is important to identify these components and ensure that systems enabled services are performing to produce maximum benefit for our community and council.

This ongoing implementation will support digital transformation and innovation for both the council and the community we serve. We aim to be a leading Council, demonstrating best practice for digital asset resource delivery and management. This Strategy has been built with considerations for the future including:

- Expectations and usage
- Governance
- Rapid change, advancements and obsolescence
- Funding and staffing
- Asset management
- Location flexibility
- Environmental and market influences.

## Key themes of Council's Digital Resource Management Plan

### Our Aim:

*To strengthen Council's reputation and maintain community confidence by delivering secure, efficient and customer-centric services.*

For our community, this means greater capability, flexibility and certainty when dealing with Council.

Council's Digital Resource Management plan incorporates the Community Strategic Plan 2022 – 2032 (The Plan) and Delivery Program 2022 – 2026. The Digital Resource Management plan is constantly evolving based on requirements from these associated plans. Three key strategic objectives have been derived from our community and corporate priorities. These form the basis for the 2023-2026 Digital Resource Management Plan.

### Our 2023 – 2026 Strategic Objectives

Three strategic objectives underpin the Digital Resource Management Plan which will drive our digital priorities and subsequent actions.

#### 1. Guard our Information – Governance to enable Trust



Commit to delivering outcomes and take actions that will build a digital framework and system that is sustainable and resilient.

We will:

- Evolve information security governance to dynamically address the evolving threat landscape through leveraging generative AI and adaptive measures.
- Support business sustainability and resilience
- Proactively manage evolving technologies and risks
- Commit to responsible procurement and asset management.
- Cultivate strategic partnerships with core vendors.



## 2. Empower Digital Government – Improving the ways we serve and interact



Deliver digital and automated services enabling a mobile and flexible Council.

We will:

- Establish and deliver digital first user centric services through digital transformation.
- Investigate and incorporate technology to support a flexible workforce and make services available anywhere, anytime on any device to staff so they can better service our community and customers.
- Enable process automation while leveraging artificial intelligence to improve operational efficiencies.
- Encourage an organisational approach that leverages data and new tools for decision making and prioritises transparency.

## 3. Sculpting Change - Exploring and adapting to new technologies



Through collaboration support innovation across our corporate and customer services. We will also create a culture of improvement through continuous review and enhancement of our processes and digital assets, systems, and resources to deliver increased productivity, efficiency, effectiveness, and customer satisfaction.

We will:

- Drive a digitally skilled and capable workforce.
- Support a culture of continuous improvement.
- Enable innovation across Council functions and services.

## Our Digital Resource Management Plan on a page – 2023 to 2026

To strengthen Council's reputation and maintain community confidence by delivering secure, efficient, customer-centric services.



**Guard our Information**  
Governance to enable trust



**Empower Digital Government**  
Improving the ways we serve and interact



**Sculpting Change**  
Exploring and adapting to new technologies

### Current state

Technology framework responsive to legislative framework

One Council protected and resilient technology network, connected across location  
Receptive Cloud offering and enterprise hybrid Cloud architecture framework

Availability of services anywhere on any device to staff

Established continuous improvements focus across Council functions and services

Strategic partnerships with core vendors

A data driven, transparent and accountable organisation enabled by digital technology

### Future 2026

Technology framework aligned to legislative framework

One Council protected and resilient technology network connected with the world

Embedded Enterprise Hybrid Cloud architecture framework

Availability of services anywhere on any device to staff and customers

Enable continuous improvements focus and innovation across Council functions and services

Incorporate and embrace new technologies to improve operational efficiencies and customer service  
Strategic partnerships with core vendors and effective Service & Vendor Management framework

Insight to enable effective decision making through digital technology

## Emerging global trends in technology

Council continually reviews new technologies to help in the delivery of improved services across the local government sector, global trends and newly emerging technology will assist in the planning, management and approach taken to achieve the expectations of these future influences. Council will continue to assess these emerging technologies to ensure the Digital Resource Management Plan remains relevant in an ever-changing technology Landscape.

Council will focus in the following areas to ensure the Digital Resource Management Plan can be delivered:

### Optimise:

At the forefront of the Council's strategy lies optimisation, serving as the driving force amidst evolving global technological trends. By continuously enhancing reliability, functionality, and flexibility while investigating and embracing innovations like AI integration and expansion of smart technologies, Council can provide better service delivery to the community. These optimisations not only streamline operations but also empower data-driven decision-making, enabling the Council to better understand community needs and preferences. Moreover, by prioritising cybersecurity measures, the Council safeguards sensitive data, fostering trust and confidence among the community. Ultimately, these efforts enhance the overall quality of services provided, ensuring that the community gains the benefits of technological advancements in a secure and efficient manner.

### Scale:

Scalability is crucial in the local government sector due to its ability to adapt to changing demands efficiently and cost-effectively. In an environment where community needs and technological advancements evolve rapidly, scalable solutions enable local governments to expand or reduce resources as required. Additionally, scalable systems can accommodate future growth and evolving regulatory requirements, ensuring that Council can remain agile and resilient in the face of dynamic challenges. Overall, scalability empowers Council to meet the diverse needs of their community efficiently and sustainably.

### Pioneer:

Efficiencies of change are unlocked through optimisation and scalability, once established it will allow greater understanding to develop strategies for streamlining process and resource allocation requirements. Continuous improvement remains key with ongoing enhancements and refinement of process to ensure efficiency, effectiveness and responsiveness to community needs.

## How will we get there?

### Our guiding principles

We have developed clear principles to guide the way that our digital resources are implemented and managed. These principles underpin and frame our decision making on digital projects.

#### Customer Centric

We will have a customer-centric focus delivering system availability, capacity, and quality of service.

#### Financially responsible

We will source and assess technology and software delivering excellent returns on investment and business sustainability and look for opportunities to leverage for profitability.

#### Sustainable, resilient, and compliant

We will be committed to good governance by driving a sustainable, resilient, and compliant organisation.

#### Business Intelligence

We will develop and commit to utilise business reporting that facilitates open, transparent, and accountable decision making.

#### Move to Improve

We will support and deliver a continuous improvement and an innovative culture across all areas of council.

Councils Digital Resource Management Action plan three-year plan was revised in 2023 to reflect the required actions for 2023 to 2026 to assist in the delivery of actions from the CSP - The Plan 2022 – 2032 and Delivery Program 2022 – 2026. The above outlined strategic objectives, emerging trends, and guiding principles will be key to achieving these goals.

## Where are we now?

### Organisational context

As technology evolves Council needs to adapt to these changes both internally and externally.

Council is currently facing a shortage of technology staff due to a variety of factors. The demand for skilled technology professionals is high across many industries especially across the local government sector, making it challenging for Council to attract and retain the best talent with the required skills.

As a result of this skill shortage it has been difficult to implement new technologies and digital

services, however with Support from council partners we have still achieved progress on the proposed projects outlined in the Digital Resource Management Action Plan 2023-2026

The Information Management Technology team are working in consultation with all areas across council to enable the delivery of business and systems improvements and helping them to change the way they work using newer technologies. During this consultation staff have informed us that the following areas require attention to enable better efficiencies or improved service to staff and the community:

- Digital Literacy and systems training.
- More flexibility and access in the field to conduct work.
- Refined processes that reflect the current technology trends.
- Better integration of systems across council.
- Ease of access to information across all systems.
- Improved website and customer portals to provide increased functionality.

This feedback shows the need to review and invest in Core Enterprise Systems to ensure they align with the ongoing strategic direction of Council.

Council has commenced an independent Enterprise Resource Planning (ERP) review to develop a long-term strategy and roadmap that is best suited to the needs of council. This review will take approximately 18 – 24 months to complete and it will deliver clear guidance on the future direction of council's systems.

The results of the ERP will guide council to implement improved solutions with a focus on website and customer portals capabilities, this will provide greater self-service capacity for the public while streamlining process undertaken by the customer service teams to better service the community.

#### Snapshot of Current Situation – Financial year 2022-2023 results

Action	Result
Cyber security - Incidents Blocked	34,759,713
Information Management:	
- Correspondence Registered	59,965
• Information Requests Processed	668
Training – Sessions Completed	148
Sustainability:	
• Printer Consumables Recycled	38 kg
• e-Waste Recycled	131kg
• Recycled Paper	12,188kg
• Total Waste Diverted From Landfill	12,357kg
Digital Assets & Resources:	
• Hardware & Software Applications Managed & Maintained	1325
• Technology Infrastructure Maintained	1870
Data Integrity:	
- Properties Created	395
- New Addresses	1,516
- Change Of Address	6,021
- Property Attributes	730,753
Systems Availability	99.93 %
Move to improve – Priority Actions Complete	83%
Digital Resource Management Plan - Actions Commenced	12/19

## What are our priorities?

### Our Priorities for 2023 - 2026

To reflect the objectives of the Community Strategic Plan (CSP) "The Plan" 2022-2032 the Digital Resource Management Plan was updated to reflect the priorities that council are working towards. These are reflected in the outcomes of the Digital Resource Management Action Plan 2023-2026.

Strategic Objective	Priority
1. The Community is safe and healthy	Investigate Systems to improve Public Safety and accessibility
2. The three spheres of government work together to improve services and facilities in our area	Provide positive experiences across all customer interactions for our community and visitors
3. Our decisions are based on evidence which consider financial impacts environment and impacts on future generations	Undertake effective management of Council's digital framework to enable responsive and timely services and information

### 2023 results

To understand the success of the Digital Resource Management Action Plan an assessment has been conducted on the progress of these actions to establish if the overarching plan is on track for completion. Below are the achievements from the first year of the 2023 – 2026 Action Plan.

Goal	2023 Target	Outcome
The Community is safe and Healthy	Leverage grant funding to implement public safety CCTV at identified sites.	Deployment of new cameras delivered to Three new sites within LGA
	Plan and upgrade legacy public safety CCTV equipment within the LGA.	Cameras upgraded in four key locations to replace aging and unreliable equipment.
	Investigate a maintenance programme to ensure equipment is functioning efficiently.	Maintenance and planning underway ready for implementation

Goal	2023 Target	Outcome
The three spheres of government work together to improve services and facilities in our area	Investigate and implement updated technologies to improve customer interactions.	Expansion of online applications made available, call centre and event booking and access upgrades underway.
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Conduct an ERP to determine the best solution for council  1. Assess the requirements 2. Explore options available to council 3. Report to council the best solution to deploy across council	Requirements have been broadly assessed, further investigation to be undertaken.
	Expand integration with external sources to streamline the application process	Integration with the NSW planning portal is complete. Process has now been streamlined and further integrations are being investigated / implemented
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Conduct the information security Audit Program and implement recommendations to ensure council is meeting best practice standards.	Audit program underway and on track for completion by June 2024. Revised Audit program to be established in 2024-2026.
	Implement further security measures to ensure the ongoing security and safety of Council's data.	On track, additional security measures are being implemented while new technologies are being assessed to ensure ongoing and enhanced security of council data
	Continued education of staff, customers, and community to increase awareness of cyber security	On track, staff education, training and testing is ongoing. Community page is maintained to educate on common cyber scams and techniques.
Our decisions are based on evidence which consider financial impacts, the environment	Comply with changes in legislation and government policy	On track, mandatory changes such as NSW Planning Portal, Data Breach and others have been adhered to.

Goal	2023 Target	Outcome
and impacts on future generations	Facilitate Improvement Program with all management groups	On track, program is ongoing with a focus on continuous improvement across all teams. 83% of prioritised actions completed.
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Modernise hosting and management of Council's core Enterprise system	Migration of core enterprise system to Cloud is underway, aims to be completed in 2024 / 2025

## Challenges and Risks

Identifying the challenges and risks that impact council's ability to deliver and maintain digital assets and resources in an everchanging landscape is important when planning for the future. The priorities and actions developed under each Strategic Objective in our Action Plan aim to mitigate these challenges and risks.

### 1. Resources

In order to achieve desired outcomes, it's crucial to allocate sufficient resources. In the post-pandemic era, resourcing challenges have become increasingly complex, exacerbated by rapid technological advancements. Supply chain disruptions, skill shortages, and conflicting priorities have made managing people, budget, and time resources particularly daunting in the digital landscape. Despite efforts to adopt more autonomous technologies, the evolution of systems and infrastructure necessitates ongoing human involvement for development, support, and maintenance.

### 2. Security

In an era marked by dynamic threats, prioritising cyber security compliance becomes paramount as we navigate the surge in online services and cloud computing demands. Safeguarding privacy and security emerges as a critical imperative in upholding the digital safety of Council and our community. Amidst the escalating cyber threats, coupled with the evolving legislative landscape, Council must maintain heightened vigilance to uphold electronic safety and compliance, particularly in light of emerging challenges posed by generative AI.

### 3. Change

In improving and innovating digital assets and resources Council needs to ensure that good change management is employed so that we can focus on digital literacy of staff, customers, and the community. We need to make sure that as the complexity of systems and technology increases it is responsive to both the council and the community.



#### **4. Reputation**

An increase in the use of social media and the online distribution of unreliable information creates reputational challenges for Council. Providing correct and real time information that can be disseminated widely is becoming increasingly important and challenging. Our users may create filter bubbles for social media, website content and other digital services in which case they will only follow or search for the content they choose and may miss the whole picture.

#### **5. e-Inclusion**

One of the challenges in an increasingly digital world is creating e-inclusion. It is important to ensure that users who do not have the same access to these digital services or required devices are not disadvantaged. Council also recognises that not everyone will have the same interest or access and that innovation does not mean leaving these people behind, but rather finding inclusive solutions and creating a balance between people and a system focus.

#### **6. Capacity Gaps**

Council recognises capacity gaps within the organisation are another barrier towards our digital evolution that needs to be mitigated. Council's workforce needs to be digitally literate and have access to the systems and tools that they need. We have staff of varying capability levels and need to ensure we support and upskill our teams to embrace modern technologies and devices that will benefit their ability to work smarter.

Critical to our success is that we attract the right skillset to ensure digital assets and resources can be delivered, supported, and maintained in-house rather than relying on third parties or external consultants. This also impacts resourcing in terms of people, budgets, and time. Mixed digital literacy creates capacity gaps in levels of training required in the introduction of new systems and tools.

#### **7. Autonomous Things and Decision Making**

Recent advancements in autonomous technology has been remarkable, promising an exciting future. However, despite these strides, there remain significant challenges and risks, particularly concerning societal acceptance. While a considerable portion of the population embraces automation for accessing information and services, there persists a significant segment that values human interaction. They prefer the reassurance of speaking to a person who can empathise and adapt to their specific needs. Currently, artificial intelligence still lacks the nuanced decision-making abilities of humans, unable to fully comprehend unique circumstances and contexts. Thus, the transition to autonomous systems necessitates careful consideration of these factors to ensure widespread acceptance and usability.

## 8. Sustainability and Resilience

Despite technological advances in e-government, the digital world still carries challenges and risks to the sustainability and resilience of an organisation and community. Increased use of technology has social, economic, and environmental effects that need to be considered as we progress on our digital journey.

### Implementation, monitoring and review

The “Digital Resource Management - Action Plan” is used to gauge the success of the “Digital Resource Management Plan”. The Action Plan helps to guide the team in the strategic direction and deliverables to ensure that the digital capabilities of council are being achieved. Councils Chief Information Officer (CIO) is responsible for the planning, implementation, monitoring and review of these items and will collaborate with teams across council in the delivery of this action plan.

### Digital Resource Management Action Plan

The Action Plan was informed by extensive organisational engagement and has strong synergies with the *Community Strategic Plan (The Plan) 2022-2032*, specifically the goals related to The Plan. This Action Plan focuses on the priorities and actions linked to each Strategic Objective and articulates timeframes for completion. We are now entering the second year of the three-year plan 2023 - 2026.

Goal	Objective	Strategy	Action	Deliverable	Timeline / Status
The Community is safe and Healthy	Investigate Systems to Improve public safety and accessibility	Implement actions to maintain and promote the community safety of our area	Develop annual program to upgrade Councils' security and CCTV systems to improve public safety and accessibility	Leverage grant funding to implement public safety CCTV at identified sites.	2023-2026 In Progress On track
				Plan and upgrade legacy public safety CCTV equipment within the LGA.	2023 – 2026 In Progress On track
				Investigate a maintenance programme to ensure equipment is functioning efficiently.	2023/2024 In Progress On track
The three spheres of government	provide positive experiences	Improve Consistency and reliability of	Investigate technologies that will help develop	Investigate and implement updated technologies to	2023/2024 In Progress

Goal	Objective	Strategy	Action	Deliverable	Timeline / Status
work together to improve services and facilities in our area	across all customer interactions for our community and visitors	services across all customer service contact channels	better customer interactions and improve customer service	improve customer interactions.	On Track
				Incorporate and prioritise customer service channels in the Enterprise review.	2023 – 2025 Not Started
				Implement upgrades to develop a better customer experience outcome.	2025/2026 Not Started
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Implement Digital resource management plan	Undertake effective management of Council's digital framework to enable responsive and timely services and information.	Continue to implement digital transformation initiatives that improve our e-planning, regulatory and asset management services.	Conduct an ERP to determine the best solution for council	2023-2025 In Progress On Track
				1. Assess the requirements 2. Explore options available to council 3. Report to council the best solution to deploy across council	
				Expand integration with external sources to streamline the application process	
				Investigate improvements in the current system to allow simplified access to Council's systems.	2024-2026 Not Started
				Streamline Application Management processing	2024/2025 Not Started

Goal	Objective	Strategy	Action	Deliverable	Timeline / Status
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Implement Digital resource management plan	Undertake effective management of Council's digital framework to enable responsive and timely services and information.	Engineering Trust through the implementation of the independent information security audit program, to build business resilience and safeguard Council's information.	Conduct the information security Audit Program and implement recommendations to ensure council is meeting best practice standards.	2023/2024 In Progress On Track
				Implement further security measures to ensure the ongoing security and safety of Council's data.	2023-2026 In Progress On Track
				Continued education of staff, customers, and community to increase awareness of cyber security	2023-2026 In Progress On Track
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Implement Digital resource management plan	Undertake effective management of Council's digital framework to enable responsive and timely services and information.	Implement Annual program of funded initiatives for organisational plans of Council:  - Customer and Digital Experience Program  - Cultural Program  - 2030 Library Strategy  - 2021-2031 Early Learning Services Strategy.	Comply with changes in legislation and government policy	2023-2026 In Progress On Track
				Facilitate Improvement Program with all management groups	2023-2026 In Progress On Track

Goal	Objective	Strategy	Action	Deliverable	Timeline / Status
Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations	Implement Digital resource management plan	Undertake effective management of Council's digital framework to enable responsive and timely services and information.	Review Council's Enterprise architecture to future proof and enable secure, scalable information services.	Conduct an Enterprise Resource Planning (ERP) assessment and review of Council's core enterprise systems.	2023-2025 In Progress On Track
				Complete a review of all Enterprise systems against best practice to determine the most suitable solution for council and the community	2023-2025 Not Started
				Modernise hosting and management of Council's core Enterprise system	2023/2024 In Progress On Track
				Conduct a review on the Customer portals, website and online presence to enhance the way the community interact with council.	2023-2025 Not Started



# Asset Management Plan

## What is the Asset Management Strategy?

The Asset Management Strategy (AMS) forms part of the Resourcing Strategy and highlights key elements of the Strategic Asset Management Framework (The Framework). The AMS provides an overview of the structures, management processes and principles applied to ensure sustainable delivery of Council's infrastructure assets.

### Strategic Asset Management Framework

Council's Strategic Asset Management Framework consists of several components including an Asset Management Policy, Asset Management Strategy and Asset Management Plans for individual asset classes. The Asset Management Strategy is provided in the Resourcing Strategy along with relevant sections of the Plans. This allows the document to be presented to facilitate understanding and engagement with the community.

Georges River Council is currently developing its first class based 10 year Asset Management Plans. The Resourcing Strategy contains current high-level information which will be contained in these Plans.

The Framework works to deliver on Section 8B of the Local Government Act 1993, to ensure sound financial management. In terms of Asset Management, Georges River Council is committed to ensuring that the community of today receive quality infrastructure and that sufficient funds are directed to maintain these assets for future generations.

### Asset Policies

#### Asset Accounting Policy

Council's Asset Accounting Policy guides the management of Council's assets. The Policy defines the Council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

The general principles of the Asset Accounting Policy are as follows:

- existing assets are managed efficiently;
- decisions regarding the acquisition of new assets and the sale, disposal and maintenance of current assets are undertaken transparently; and
- accounting records and financial statements are prepared and maintained in accordance with the applicable accounting standards and legislative reporting requirements.

Georges River Council is currently reviewing the Asset Accounting Policy.

#### Infrastructure Asset Management Policy

Georges River Council's Infrastructure Asset Management Policy outlines the principles for managing Council's infrastructure assets. These principles ensure responsible management of assets owned and/or administered by Council to deliver sustainable social, environmental, and economic outcomes



for the ongoing benefit of Georges River Council and our community.

The general principles of the Infrastructure Asset Management Policy are as follows:

- Life cycle management;
- Evidence based decision making;
- Sustainable financial management;
- Stakeholder engagement;
- Risk management;
- Place-based approach;
- Culture of responsible asset management; and
- Prioritise asset renewal.

The Infrastructure Asset Management Policy, together with the Asset Management Strategy, sets the direction and foundation for Councils' management of assets.

The draft Infrastructure Asset Management Policy is a standalone document being put forth to the April 2024 Council Meeting for public exhibition, prior to being endorsed by Council.

### Asset Management Strategy

Georges River Council's Asset Management Strategy has been developed in the context of the following key questions:

- The key learnings from the last term of Council - ***what have we learnt?***
- Our current asset management situation and current asset management practices - ***where are we now?***
- A snapshot of Council's current infrastructure asset portfolio in terms of quantity, condition, and value – ***what do we have?***
- The desired future state and strategic outcomes - ***where do we want to be?***
- The strategies, actions and performance measures to bridge the gap between current and desired positions - ***how will we get there?***

### What have we learnt?

Strategic Asset Management is critical to ensuring the long-term sustainability of Councils service delivery through our asset inventory. Over the last 12 months there has been a focus on:

- Building asset knowledge and data accuracy to inform the 10- year Asset Management Plans;
- Place-based asset planning; and
- Review of asset management practices and conditions post disaster events.



## Building the 10-year Asset Management Plans

Over the last 12 months Council has focused on understanding our asset knowledge and data accuracy with the goal of building accurate 10-year Asset Management Plans. Accurate 10-year Asset Management Plans allow Council to make informed decisions regarding capital and operating expenditure, and to understand the risks associated with under or over budgeting. In the 2024/25 financial year, the following asset inspections were undertaken:

- Road Pavement Condition Assessment, including specific location inspections where failures were identified
- Building Inspections
- Retaining Walls
- Marine Assets
- Street Lighting Review
- Ramp leading to Westfield Hurstville
- Quarterly Playground Inspections
- Hurstville House, Hurstville
- CCTV of the stormwater network at areas of concern
- Street Tree Review

## Place-based asset planning

Georges River is a signatory to the NSW Public Spaces Charter and is committed to the ten principles which aim to provide everyone in NSW with access to high-quality public space, allowing them to enjoy and participate in public life. The ten principles that Council aims to deliver through its Asset Management practices are:

1. Open & Welcoming
2. Community Focused
3. Culture & Creativity
4. Local Character & Identity
5. Green & Resilient
6. Healthy & Active
7. Local Business & Economies
8. Safe & Secure.
9. Designed for Place
10. Well-Manage

Council has created a dedicated Strategic Placemaking team to strategically manage Council assets as well as prioritise planning through a place-based approach. In practical terms, this is the combination of skills including engineering, placemaking, architecture and urban design skills. The multi-disciplinary team works together with Councils delivery teams to plan, design and execute projects at a place-based level. An example is incorporating naturalisation, landscaping and shared pathways into stormwater projects.

## Where are we now?

Georges River Council manages approximately \$1.6 billion of infrastructure assets that provide essential services to our community. These assets include roads, traffic facilities, buildings, footpaths, drainage, and passive and active open space. The level of service delivered by these assets is largely determined by the way they are maintained and managed.

The following sections provide a snapshot of Council's Infrastructure Asset portfolio in terms of quantity, condition, and value.

## What do we have?

### Asset Inventory

Asset Class	Asset Quantity	Asset Class	Asset Quantity
Roads	398km	Buildings	209
Kerb & Gutter	787km	Investment Buildings	2
Footpaths	499km	Parks & Reserves	263 (506Ha)
Traffic devices	15,977	Playground & Fitness Equipment	902
Carparks	103	Open Space assets	4,588
Streetlights	9,311	Foreshore infrastructure	65
Bus Shelters	106	Stormwater Drainage	254 km
Retaining Walls	246	Stormwater – Pollution Devices	132

Table 1: Infrastructure Asset Inventory

Council's Infrastructure Asset Inventory maintains details of fair and replacement value, accumulated depreciation, useful life and carrying amount for each asset and asset class, along with historical information relating to revaluation and impairment.

### Asset Value

The table below displays the value of major asset classes where:

- **Replacement Cost** is the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date.

- **Accumulated Depreciation** refers to the accumulated reduction in the value of an asset over time.
- **Fair Value:** The amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
- **Annual Depreciation** is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation is the measure of 'using up' or consumption of the asset, in providing that asset to the community and is measured on an annual basis.

Major Asset Class	Replacement Cost (\$,000)	Accumulated Depreciation (\$,000)	Fair Value (\$,000)	Annual Depreciation (\$,000)
Buildings - non-specialised	\$181,421	\$48,541	\$132,880	\$3,020
Buildings - specialised	\$173,286	\$50,732	\$122,554	\$2,651
Transport	\$748,889	\$203,722	\$545,167	\$7,409
Footpaths	\$116,700	\$58,242	\$58,458	\$1,398
Stormwater Drainage	\$182,928	\$90,685	\$92,243	\$1,403
Open Space & Recreation	\$148,416	\$60,433	\$87,983	\$7,495
<b>Total</b>	<b>\$1,572,511</b>	<b>\$512,410</b>	<b>\$1,060,103</b>	<b>\$28,748</b>

Table 2: Value of Infrastructure Asset Inventory (Figures from the 30 June 2023 Statement of Financial Position)

### Asset Classes

This document covers Transport Assets, Open Space Assets and Building Assets with varying levels of data confidence; the roads asset class has the highest level of confidence as data capture is based on electronic data methods, whilst buildings and open space is based on visual valuation-based data. Work is proceeding to understand Council's Stormwater Asset inventory; this will be a focus area for 2024. The provision of adequate financial resources ensures that Council's infrastructure assets are appropriately managed and preserved. Financial provisions that are below requirements impact directly on community development, and if significantly prolonged, results in the need for "catch up" expenditure that is imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

### Transport Assets – a snapshot

Council relies on its large portfolio of Transport Assets such as roads, footpaths, kerb and gutter, carparks, bridges, retaining walls and traffic management devices to support the movement of our community. The current gross replacement value of these assets is \$865M.

Roads are Council's largest asset to manage, both in asset quantity and asset value. An important measure of road assets is the Pavement Condition Index (PCI) and the Surface Condition Index (SCI). For footpaths and kerb and gutter, the asset condition is used to determine the assets health and remaining useful life.

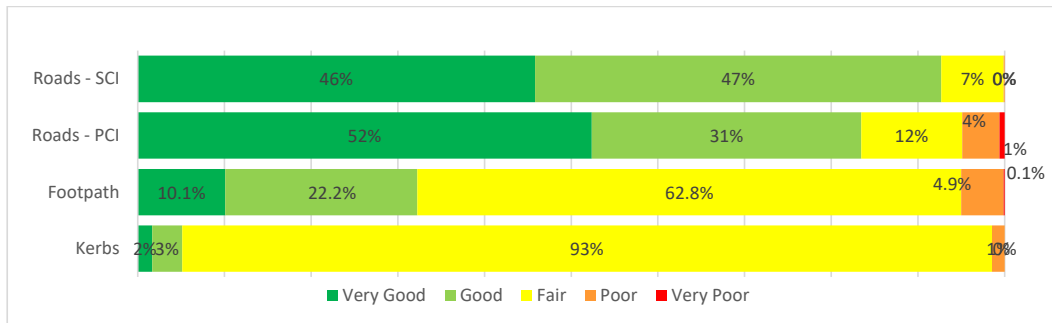


Figure 1: Condition Summary from 2023 Road Condition Assessment.

The above figure shows the 2023 Pavement Condition distribution. Based on the distribution, the majority of the network is in "Very good" or "Good" condition. In contrast, approximately 5% of the road network is in "Poor" or "Very Poor" condition.

#### Desired Renewal Funding:

Based on an intervention level as documented in the Transport Asset Management Plan, modelling predicts that approximately \$6.9M in funding is required in a given financial year to renew the road assets that are reaching the intervention level.

Council has forecasted approximately \$6.7M per annum for road renewals in the Long-term Financial Plan (LTFP). Funding renewal at this level, detailed below in Figure 2, will still result in Council delivering the expected level of service. Whilst Figure 3 shows the road condition decreasing after five years, it is noted that if the level of funding stated below was allocated, the average condition would still be maintained at no worse than 2 out of 5 i.e., no worse than "Good" condition.

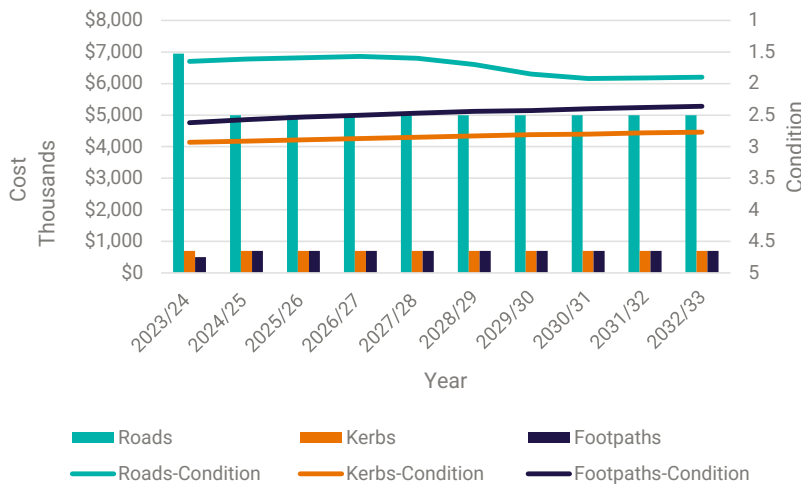


Figure 2: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

**LTFP Renewal:** The Long-term Financial Plan renewal funding options adopted in the Transport Asset Management Plan are:

- Roads – \$6.7M p.a.
- Kerbs – \$500k p.a.
- Footpaths – \$700k p.a. (noting that there is an allocation of \$0.5M in 2023/24)

Allocating this level of funding is considered reasonable to maintain community expectations over the next 10 years. Future Transport Asset Management Plan revisions will review the distribution of renewal funding across the transport asset types to ensure that adequate funding is allocated to non-major transport asset types such as street furniture and traffic management devices.

**Total Desired Expenditure:** Based on 2023/24 analysis and asset data, the forecast of 10-year total required expenditure (operation, maintenance, renewal) is estimated at \$109 million or \$10.9 million on average per year.

**LTFP Planned Expenditure:** Based on current budget the estimated planned funding for the 10-year period is \$112 million or \$12 million on average per year. This is circa 102% of the total expenditure to sustain the desired technical level of service.

The anticipated planned budget for Transport Assets provides balanced forecast lifecycle expenditure.

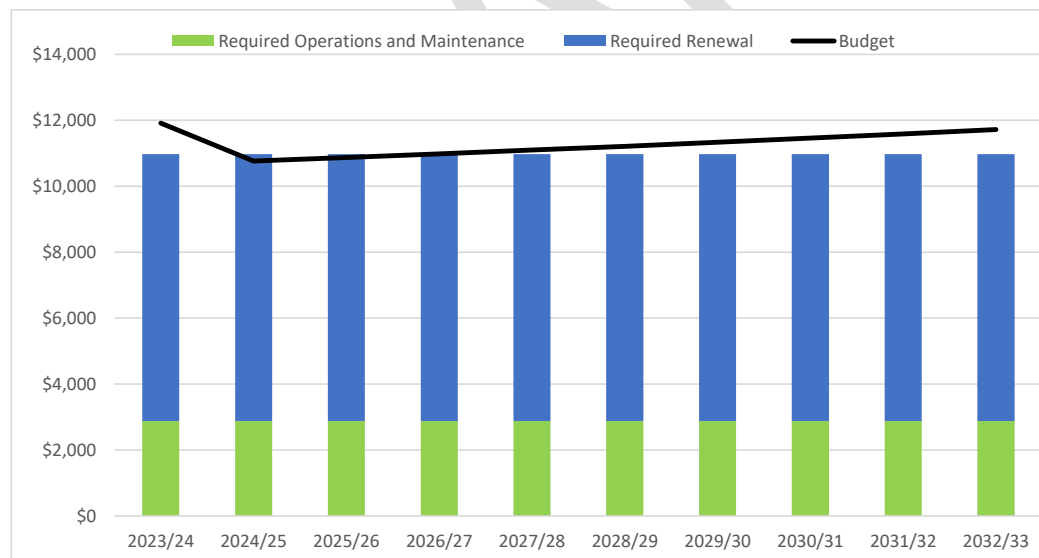


Figure 3: Transport Assets Planned Budget compared to required lifecycle expenditure. Black line is representative of Planned Budget based on 23/24 figures.

## Open Space – a snapshot

Open Space Assets provide opportunities for active and passive recreation, general leisure, memorials, and environmental protection. They include, sport and fitness facilities, playgrounds, park furniture, hardstands, marine assets, lighting, fencing & walling, signage and monuments.

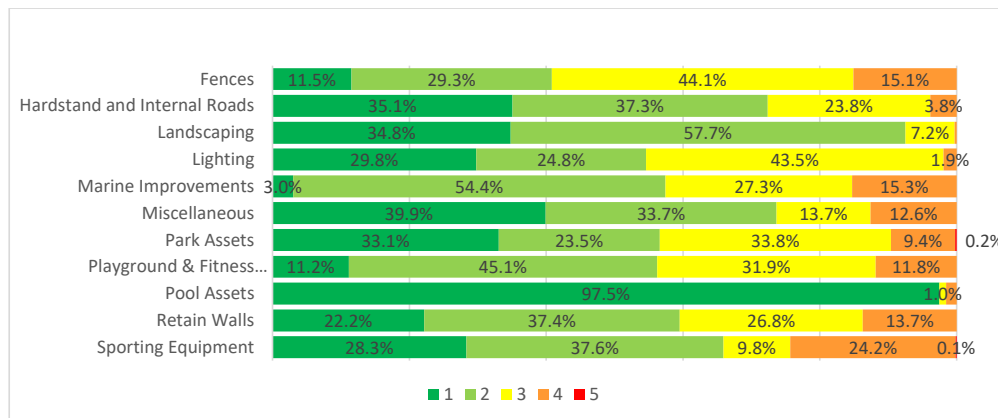


Figure 4: Condition Summary of Open Space Portfolio.

**Desired Renewal Funding:** Presently, there are proposed plans to spend approximately \$113M over the following 10 years to renew Council's Open Space assets as documented in Council's current LTFP.

The modeling, as per Figure 5, shows that this forecasted renewal funding can maintain average network condition levels at around 2 out of 5 i.e., "Good" condition.

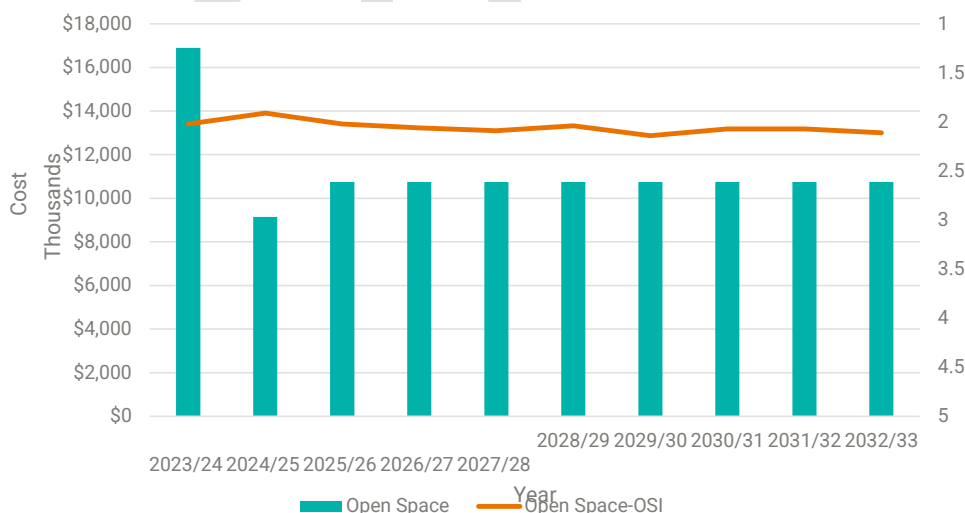


Figure 5: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

**Desired Total Expenditure:** As shown in Figure 6, the forecast of 10-year total required expenditure (operation, maintenance, renewal), based on the desired technical levels of service and intervention levels in the Asset Management Plan is estimated at \$176 million or \$17.6 million on average per year.

**LTFP Planned Total Expenditure:** Based on the current LTFP projections the estimated available funding for the 10-year period is \$113 million or \$11.3 million on average per year. This is 76% of the cost to sustain the desired technical level of service at the lowest lifecycle cost.

The forecasted spend on Open Space Assets leaves a shortfall of \$4 million on average per year of the desired total expenditure costs.

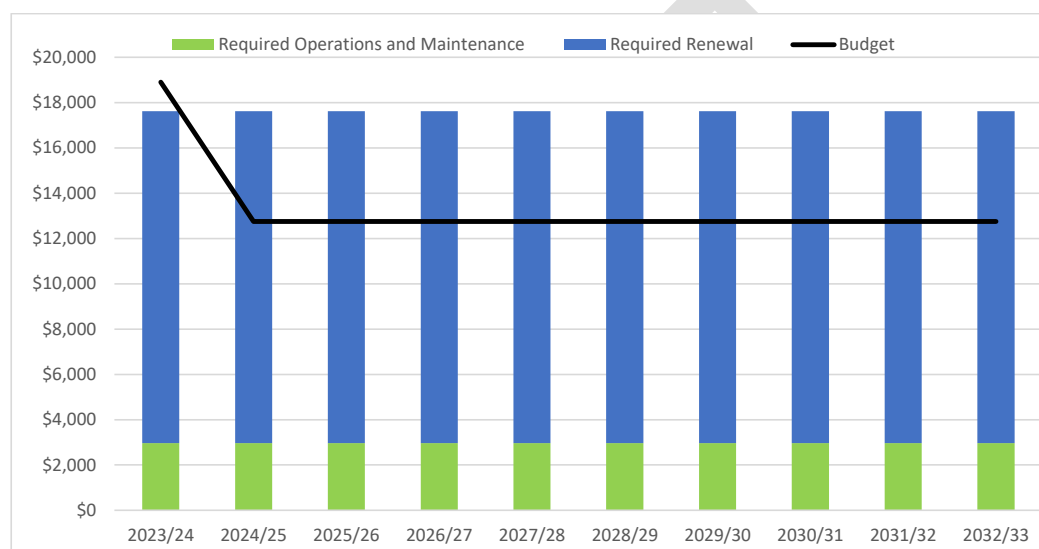


Figure 6: Open Space Assets Planned Budget compared to required lifecycle expenditure. Black line is representative of Planned Budget based on 23/24 figures.

### Buildings – a snapshot

Councils Building Assets support Georges River Council and local community groups to deliver services to our community. Buildings are made up of multiple components; the condition distribution by component is shown in Figure 7.

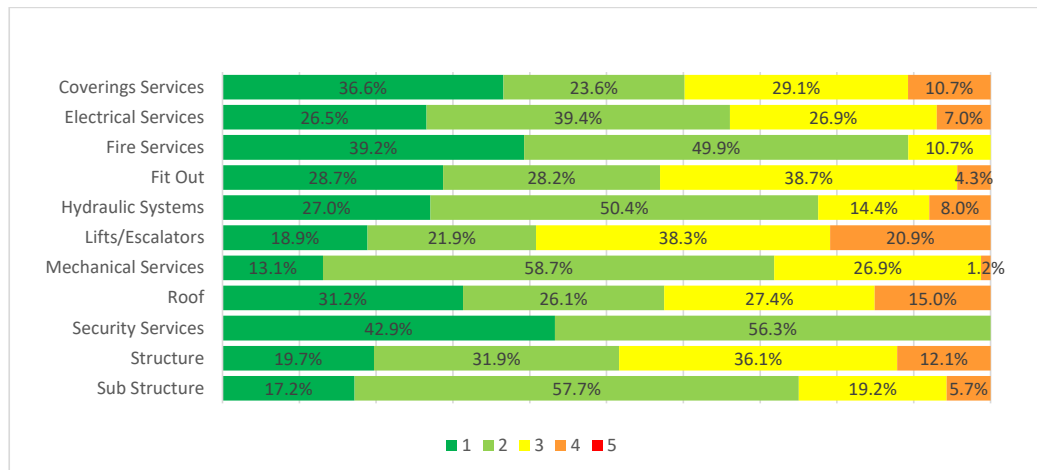


Figure 7: Building Asset component condition distribution

The above figure shows the 2023 Pavement Condition distribution. Based on the distribution, the majority of the network is in “Very good” or “Good” condition. In contrast, approximately 5% of the road network is in “Poor” or “Very Poor” condition.

### Desired Renewal Funding:

Presently, there are plans to spend approximately \$152M over the following 10 years to renew Council’s Buildings assets as documented in Council’s current 10-Year Long Term Financial Plan.

The modeling, as per Figure 8, shows that the forecasted renewal funding would be reasonable to maintain average network condition level at circa 2 out of 5 i.e., “Good” condition.



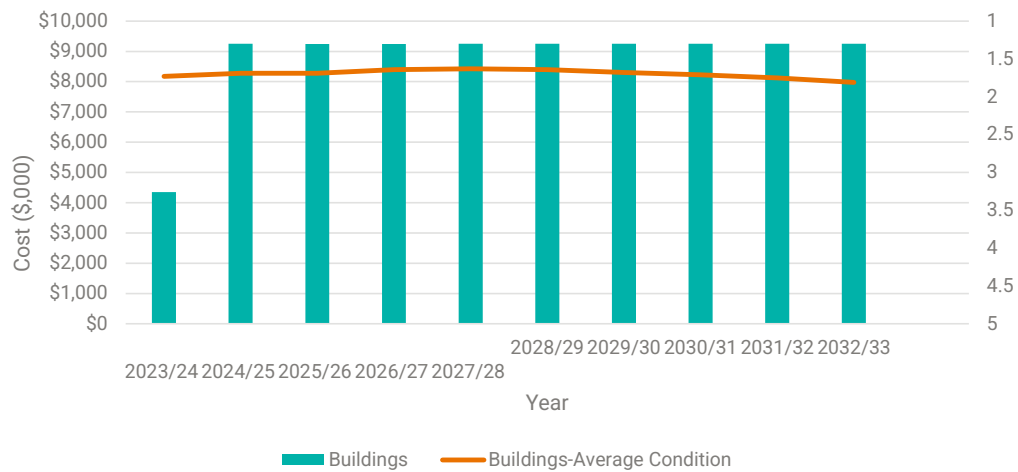


Figure 8: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

It should be noted that Council Officers are currently modelling acquisitions and disposals, and they are not shown in this graph.

#### Desired Total Expenditure:

As shown in Figure 9, the forecast of 10-year total required expenditure (operation, maintenance, renewal), based on the desired technical levels of service and intervention levels in the Asset Management Plan is estimated at \$199 million or \$19.9 million on average per year.

#### LTFP Total Expenditure:

Based on current budget the forecasted available funding for the 10-year period is \$152 million or \$15 million on average per year. This is 76.3% of the cost to sustain the desired technical level of service.

The forecasted spend on Building Assets leaves a shortfall of \$4.7 million average per year of the forecast total expenditure required to keep the condition at the desired intervention as per the Asset Management Plan.

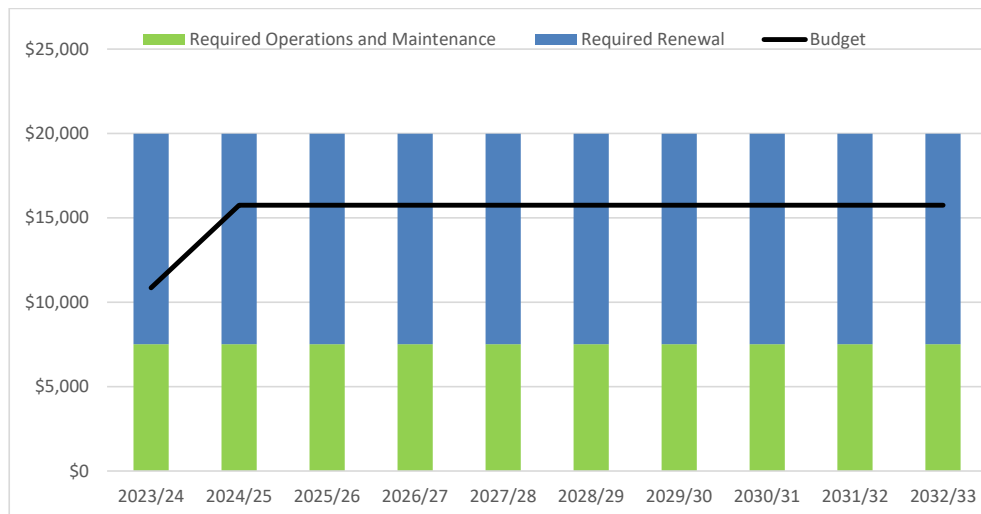


Figure 9: Building Assets Planned Budget compared to required lifecycle expenditure. Black line is representative of Planned Budget based on 23/24 figures.

### Lifecycle Management

There is a consistent theme across all asset classes, we currently do **not** allocate enough funding to sustain these services at the expected standard (technical level of service) or to provide all new services being sought.

Works and services that cannot be provided under present funding levels are:

- Forecast renewal works, based on useful lives of assets;
- All maintenance and operations required, this leads to decisions being made on operations and maintenance priorities, and
- The acquisition of all planned assets and effectively managing them.

### Risk Management

Our present budget levels are sufficient to continue to manage risks in the short-medium term. The main risk consequences are:

- Public safety and risk of injury
- Decreased levels of service and service removal
- Reputation and Legal risk
- Preventative maintenance not occurring, affecting the useful life of asset
- Renewals not occurring in a timely manner, reducing the useful life of asset

Council will endeavor to manage these risks within available funding by:

- Forward planning for asset renewal and maintenance of critical and high risk assets
- Ongoing safety inspections of assets to support their prioritised repair within available budget
- Continuously pursuing external funding sources to improve existing assets
- Ongoing professional development and education of key asset management staffs to remain relevant on current trends, innovation, and industry standards
- Advocating for increased renewal funding from State and Federal Government

## Where do we want to be?

### Goals and Objectives of Asset Ownership

Councils goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers.

The key elements of infrastructure asset management are:

- Building strategic alignment to Council Strategies;
- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Utilising the most up-to-date data and documentation, including the Asset Management Plans, to make informed decisions.

## The Plan 2022 – 2032

The Plan 2022 - 2032 is Georges Rivers second Community Strategic Plan (CSP). This revised CSP progresses and extends the previous community strategic plan, bringing on board new and previous community feedback and aspirations.

The Plan identifies the following six pillars that underpin our work for the community:

1. Our community
2. Our green environment
3. Our economy
4. Our built environment
5. Our place in Sydney
6. Our governance

This document has been prepared in line with the six pillars outlined in the Plan. Council's asset Inventory plays both a direct and an indirect role in achieving the strategic objectives of Council and supporting the service delivery needs of the community.

## Our Assets and Service Delivery

Pillar	Goal	Roads	Stormwater Drainage	Open Space & Recreation facilities	Buildings
<b>Our Community</b>					
1.1	Our community is <b>socially and culturally connected</b> , and we strive for <b>social equity</b>	✓	✓	✓	✓
1.2	Diverse, vibrant <b>community hubs and facilities</b> are connected, well maintained and have equitable access.			✓	✓
1.3	The community is <b>safe and healthy</b> .	✓	✓	✓	✓
1.4	<b>Georges River area heritage and history</b> is protected.	✓		✓	✓
<b>Our green environment</b>					
2.1	Our <b>environmentally sustainable practices</b> inspire us all to protect and nurture the natural environment.	✓	✓	✓	✓
2.2	Our <b>waterways</b> are healthy and accessible.		✓	✓	
2.3	<b>Greening, canopy cover and bushland and biodiversity</b> preservation are maximized.	✓		✓	
<b>Our economy</b>					
3.1	<b>Local jobs and local businesses</b> are supported to grow.	✓	✓	✓	✓

3.2	Our <b>town centres are green, clean, vibrant and activated and have good amenities.</b>	✓	✓	✓	✓
3.3	Georges River is a <b>30 minute city</b>	✓			
<b>Our built environment</b>					
4.1	New <b>development</b> should make Georges River more liveable, vibrant and sustainable.	✓	✓	✓	✓
4.2	Affordable and quality housing options are available.				
4.3	There are a range of <b>transport options</b> and increased <b>walkability</b> and cycling to connect people, goods and businesses.	✓			
4.4	Everyone has access to quality <b>parks and open space</b> and <b>active and passive recreation facilities</b>			✓	
4.5	<b>Council-led development and assets</b> provide quality, long term benefits to everyone.	✓	✓	✓	✓
<b>Our place in Sydney</b>					
5.1	Leadership focuses on <b>innovation</b> and improving the <b>customer experience.</b>	✓	✓	✓	✓
5.2	The <b>three spheres of government work together</b> to improve services and facilities in our area.	✓	✓	✓	✓
5.3	Georges River is known for being <b>environmentally and culturally rich</b> and enhances its metropolitan position as a destination for people and business.	✓	✓	✓	✓
<b>Our governance</b>					
6.1	Our <b>community's voice</b> is considered in planning the area's future.	✓	✓	✓	✓
6.2	Our <b>decisions are based on evidence</b> which consider financial impacts, the environment and impacts on future generations.	✓	✓	✓	✓
6.3	Our community knows why and how decisions are made.	✓	✓	✓	✓
6.4	The workforce is inspiring, diverse and engaged.	✓	✓	✓	✓

Figure 10: The Plan pillars and goals and alignment to service delivery outcomes for 2022-2032

### Desired levels of service

Service levels refer to both technical levels of service and community levels of service. Community levels of service are reflective of the communities' expectations of the asset and the service it provides. Council's community service levels have been developed through community engagement.

A project conducted in 2016/17 involved a representative telephone survey of 400 residents to explore the importance of, and satisfaction with, existing assets as well as priorities for the construction of new assets. A deliberative community forum was also held with ratepayers to explore the acceptable condition levels for the asset categories and where funds should be spent in the future.

The survey demonstrated that ratepayers felt that all services provided by Council's infrastructure assets are important and they were generally satisfied with the current condition and service provided.

Overall, the results show very high levels of satisfaction. The areas of higher dissatisfaction have been investigated to target the service level improvements that would best improve the level of satisfaction, details of these improvements are outlined below.

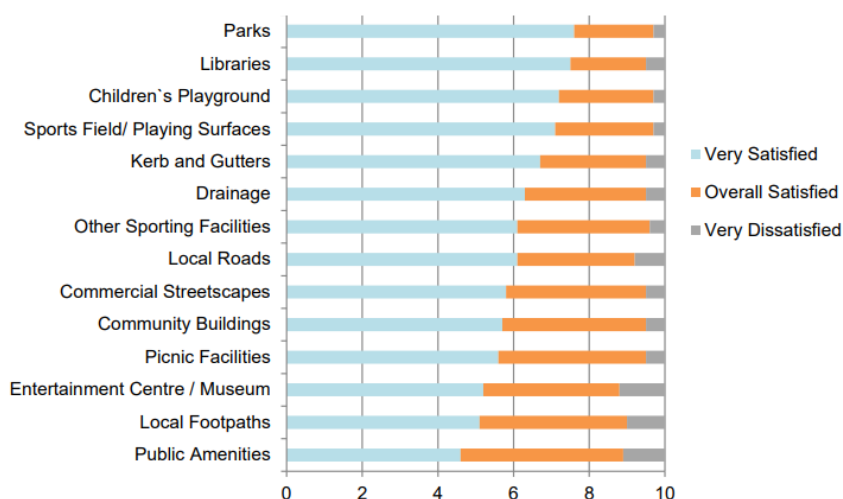


Figure 11: Community satisfaction with assets scale of 0-10 where 10 = extremely satisfied and 0 = extremely dissatisfied

The other part of the project was a deliberative community forum that included 102 ratepayers based on quotas set on age, gender, location and language spoken at home to reflect community make-up. The forum focused on footpaths, local roads, stormwater drainage, kerb and gutters, community buildings, and parks and reserves. The community was presented with photographs representing each of the five condition levels for each asset type and feedback was sought as to what they felt was an acceptable standard.

For each of the asset classes the community agreed that a condition rating between 2 and 3 was the acceptable standard.

Asset category	The Community Wants (Community LOS)	How we Deliver this (Technical LOS)	Average Acceptable Condition Rating (in a scale 1-5)
<b>Sealed Roads</b>	Sound smooth road surface to travel safely on	Sealed roads will be resealed or rehabilitated when roughness counts exceed 120 or more	2.9
<b>Kerb and Gutter</b>	Water doesn't pond in driveways for more than 2 days after a storm	K&G rehabilitated or renewed prior to condition 3	2.5
<b>Footpaths</b>	Safe, sound, non-slippery pathways provided to enable safe travel throughout the network	No more than 30% of all identified trip hazards have a step greater than 25mm.	2.7
<b>Parking &amp; Bus Shelters</b>	Provide an efficient parking and bus shelter areas that are aesthetically pleasing	Annual condition assessments to ensure these assets are maintained at condition 3 or above	2.7
<b>Buildings Assets</b>	Serviceable and accessible throughout the year with safety and comfort	Compliance with building & fire safety regulations	2.7

Table 3: Results of community service levels engagement 2016/17

Community feedback is an essential part of determining asset maintenance and renewal funding allocations.

In 2023 Georges River Council is participating in the Australian Liveability Census, this will provide detailed community insights into aspects of liveability which are valued within our community and elements that need to be strengthened. This data will then be used to support asset planning.

Technical levels of service are related to the condition of the asset and the use of deterioration models to determine the optimal amount of funding required for each asset class to maintain the level of service. Engineering judgement, condition assessments and asset investigations are ways Council monitors service levels.

## Life cycle management and expenditure forecasts

Council has a responsibility to plan and maintain assets to ensure long term sustainability.

The long-term priority presented in this strategy reflects Council's objective to manage its current inventory of assets at the identified levels of service while optimising life cycle costs. Life cycle management involves consideration of all management options over the life of an asset from creation to disposal. This includes operational and maintenance activities, restoration and renewal activities, enhancement and finally decommissioning and disposal. The following tables present a summary of the ten-year expenditure forecasted requirements for Council's infrastructure assets for renewal, and operational and maintenance expenditure based on meeting the relevant intervention levels for each asset class:

Financial Forecasts - 10yr Financial Projection Overall										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Required Renewal	35,233	36,290	37,379	38,500	39,655	40,845	42,070	43,332	44,632	45,971
Required O&M	13,357	13,357	13,757	14,170	14,595	15,033	15,484	15,949	16,427	16,920

Table 4: Ten-year capital and maintenance and operational expenditure required for Council's infrastructure assets

It should be noted that the projections indicate that Council is not currently allocating sufficient funding for our assets to meet the intervention levels and to sustain these services at the expected standard i.e. technical level of service.

Financial Forecasts - 10yr Financial Projection by Asset Class										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Roads - Renewal	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900
Roads - O&M	1,224	1,261	1,299	1,338	1,378	1,419	1,462	1,506	1,551	1,597
Kerbs - Renewal	500	500	500	500	500	500	500	500	500	500
Kerbs - O&M	763	786	809	833	858	884	911	938	966	995
Footpath Renewal	700	700	700	700	700	700	700	700	700	700
Footpath - O&M	890	917	944	972	1,002	1,032	1,063	1,094	1,127	1,161
Open Space - Renewal	14,651	14,651	14,651	14,651	14,651	14,651	14,651	14,651	14,651	14,651
Open Space O&M	2,968	3,057	3,149	3,244	3,341	3,441	3,544	3,651	3,760	3,873
Building - Renewal	12,482	12,482	12,482	12,482	12,482	12,482	12,482	12,482	12,482	12,482
Buildings O&M	7,512	7,737	7,969	8,208	8,454	8,708	8,969	9,238	9,515	9,801

Table 5: Ten-year financial forecasts based on required lifecycle expenditure



## Monitoring Asset Management Performance - Infrastructure Sustainability

**Operation and Maintenance Ratio:** Council's forecasted operational and maintenance budget is reasonably in line with required maintenance expenditure for the next 10 years achieving an average annual forecast O&M ratio around 90%.

**Renewal Ratio:** The current renewal ratio of circa 73% is lower than IPWEA recommended 85%. Council will be looking at means of funding allocation towards increasing asset renewal expenditure in future years and improve the accuracy of its modeling with enhanced data.

Recent Council spending on asset renewal has been significantly improved by the high value of additional capital grants Council has been successful in receiving in the past five years. Whilst these projects will have many positive benefits for our community it is important to differentiate between expenditure that has effectively renewed an existing asset and those which have created new assets. The creation of new assets with grant funding only adds to the challenge of funding Council's operating, maintenance, and renewal responsibilities. The ratios are shown below.

Financial Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>Projected Renewal Ratio (%)</b>	82.89%	82.89%	82.89%	82.89%	82.89%	82.89%	82.89%	82.89%	82.89%	82.89%
<b>Projected O&amp;M Ratio (%)</b>	93.32%	97.82%	95.75%	93.74%	91.79%	89.89%	88.05%	86.27%	84.54%	82.85%

Table 8: Ratio prediction based on desired funding vs LTFP

Council's infrastructure assets have very long useful lives. This means that they deteriorate at an extremely slow rate. As a result, it can take many years of underfunding asset renewal to become apparent to Council and the community; this can lead to complacency in decision making. A failure to set aside appropriate funding for assets today has a compounding effect (backlog) and will lead to the deferral of significant costs to future operating and capital budgets.

## How will we get there?

### Improvement Plan

To meet the challenges outlined above and ensure that Council's services and infrastructure are provided in a financially sustainable manner, Council must continue to refine our asset management practices.

### Strategic Actions – Improvement Plan

The Improvement Plan outlined is a culmination of previous years improvement plans consisting of high-level strategic actions and specific operational actions to improve asset management practices. These actions, described in table 9, are closely aligned with the Community Strategic Plan and Delivery Program. Class based Asset Management Plans provide specific asset improvement actions.

## Asset Management Improvement Plan

Action	Detail	Responsibility	Priority	Timeframe	
1	Continue to develop transparent and responsible asset management processes that align with best practice.	Convey consistency across the Asset Management Strategy, Asset Management Plan, Long Term Financial Plan, Asset Systems, data collection, condition reporting and service levels.	MSP, CFO	High	Ongoing
2	Deliver a robust Strategic Asset Management Framework.	Review Asset Accounting Policy, Asset Management Policy, Strategy and Asset Management Plans for each asset class	MSP	High	23/24
3	Advocate to ensure the sustainability, transparency and intergenerational equity of community infrastructure	Councillors and Council officers will continue to advocate for consistent asset management practices.  Advocate for an increase in the Stormwater Charge to increase level of service.	Councillors ET MSP	High	Ongoing
4	Review end-to-end asset accounting processes from planning, operating to renewal phases.	Continue to refine asset management and accounting processes.	CFO, MSP	High	23/24
5	Develop the 10-year Capital Works Program	Develop the 10-year Capital Works Program and include disposal plan including more enhanced condition assessments.	MSP, CAM	High	23/24
6	Update asset management plans for all asset classes	A new dedicated team will deliver updated asset management plans for the four asset classes with a 10-year outlook - Transport                      - Buildings - Open Space                      - Stormwater	CAM AS	High	23/24
7	Review processes for making capital investment decisions. To be driven by Council's strategic long term planning documents, Long Term Financial Plan and Community Strategic Plan. Explicitly detail the impact on the future operations and maintenance budgets, "whole of life" costs and risk management assessments	The Georges River Asset Management Steering Committee will make recommendations to the Executive regarding capital investment decisions. This will include the approval of asset management plans and 10-year capital works program.  The Project Review Committee was also established in 2022.	AMSC	High	Ongoing

Table 9: Asset Management Improvement

Key -

(ET) Executive Team	(CFO) Chief Financial Officer	(AMSC) Asset Management Steering Committee
(MSP) Manager Strategic Placemaking	(CAM) Coordinator Asset Management	(AS) Asset Specialists



# Long Term Financial Plan

## Executive Summary

The Long Term Financial Plan (LTFP) forms part of the Resourcing Strategy and is essential for informing decision-making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.

As per the relevant legislation, financial decision making is to give due consideration to promoting the financial sustainability of the council through:

- the progressive elimination of operating deficits
- the establishment of a clear revenue path for all rates linked to specific expenditure proposals
- ensuring that any proposed increase in services and/or assets is within the financial means of the council, including a proposed special rate variation
- ensuring the adequate funding of infrastructure maintenance and renewal
- the use of borrowing, where appropriate and financially responsible, and
- the fair and equitable distribution of the rate burden across all rate payers.

After a period of uncertainty due to COVID-19 virus in the population, 2022/23 proved to be the first year when a greater sense of normalcy returned to the operating environment of Council.

The actual operations and the Budget for 2024/25 continue to reflect the return to business as usual and incorporate the service standards that are expected by the community while continuing to pursue the aim of financial sustainability by strengthening Council's operating surplus.

The Special Rate Variation (SRV) which was introduced in 2021/22, will be in its fourth year of implementation. The SRV has been critical in bringing about financial stability to Council. It is Council's commitment to continue this journey well into the future and improve Council's financial position in line with the proposal submitted to IPART.

The Budget 2024/25 forms the basis of the latest update to the Long Term Financial Plan (LTFP). Council has explored different scenarios as they apply to the Budget for 2024/25.

## Financial Governance and Principles

In preparing the Long Term Financial Plan (LTFP) and guiding financial decisions are the Integrated Planning and Reporting documents, the Local Government Act 1993 and financial principles.

Council conducted a program of extensive community engagement to develop Georges River's first Community Strategic Plan.

The current Community Strategic Plan has been developed around six themes or pillars which were identified in the consultation process as important to the community.

These six pillars, which underpin our future work, are:

1. **Our Community** – our community is socially and culturally connected and we strive for social equity
- 2.

3. **Our Green Environment** – our environmentally sustainable practices inspire us all to protect and nurture the natural environment
4. **Our Economy** – local jobs and local businesses are supported to grow
5. **Our Built Environment** – new developments are approved to make Georges River more liveable, vibrant and sustainable
6. **Our place in Sydney** – leadership is focused on innovating and improving the customer experience with the three spheres of government, working together to improve services and facilities in our area
7. **Our Governance** – decisions are based on evidence which considers the impacts on our finances, the environment and future generations.

The Community Strategic Plan is part of a suite of documents which include the Delivery Program and Operational Plan which outlines our key actions over the next three years, the Annual Budget and Fees and Charges. These key documents feed into the Resourcing Strategy and Council's long-term financial plan.

The Local Government Act 1993 (the Act) outlines the principles of sound financial management by which Council is governed. Section 8B of the Act states that:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following:
  - performance management and reporting;
  - asset maintenance and enhancement;
  - funding decisions; and
  - risk management practices
- Councils should have regard to achieving inter-generational equity, including ensuring the following:
  - policy decisions are made after considering their financial effects on future generations; and
  - the current generation funds the cost of its services.

## Principles

In addition to the legislated principles of sound financial management, Council's actions and strategies are balanced on the following principles:

Sustainability, Affordability, Accountability and Growth.

### Sustainability

Ensure the long term sustainability of Georges River Council – this involves putting in place measures to strengthen its income base (without depending on one-off receipts of grants or

contributions), managing its expenditure to optimum levels, and maintaining positive Net Operating Results.

#### Affordability

Operate within the realms of affordability by structuring expenditure within the boundaries of income received. Plan and execute programs and projects after taking into account the affordability of the long-term ongoing impact on future revenue and expenditure.

#### Accountability

Continue to be accountable to ratepayers for optimum management of income generated, expenditure incurred and management of Council assets and resources.

#### Growth

Approach all activities from the perspective of constantly improving the quality of services provided and delivery of those services that benefit the larger community.

## **Sustainability and Affordability Challenges**

Georges River Council takes great pride in its role of providing and maintaining high quality local services to our community. If Council is to continue to deliver the current level of services and facilities, we need to effectively plan for the future.

The Community Strategic Plan details the community's aspirations for the Georges River area over the next 10 years. This Plan highlights many community projects, programs, initiatives and events that require substantial funding to become a reality.

Council, in preparing the LTFP recognised a number of challenges it will face in the near future.

The challenges, if unaddressed, may have adverse impacts on the long-term financial sustainability of Council. These challenges are summarised below:

- The declining profitability trend has been addressed, with the receipt of the Special Rate Variation in 2021/22 and cost initiatives undertaken by Council. The challenge remains in maintaining strict discipline and adhering to the long-term financial plan.
- The termination of the SRV post 2025/26 will result in a significant reduction in income unless the Rate Peg takes into consideration the rising costs of providing services.
- Rising inflation and the flow on effects on costs of services provided may exert pressure on expenditure without being offset by similar increases in income.
- Wages growth is expected to exceed average rates.
- A marked reduction in development activities is currently being experienced in the Local Government Area (LGA). It is unclear at this stage how long trend will continue and the extent of the trend.
- New contracts with the providers of waste services have resulted in substantial increases to collection and tipping costs from 2024/25 and 2025/26 respectively.

When reviewing the actual results of Georges River Council so far, Council has generated surpluses each year since amalgamation. However, these actual results have been favourably impacted by additional operating and capital grants received from the State Government, to assist with the transition to functioning as an amalgamated council and Gains from Disposal of Assets.

The COVID-19 pandemic presented fresh challenges to Council's efforts to improve its financial position, with the financial impact of the pandemic accelerating the financial deficits that were forecast in future years. Council provides 200 services which our community members value and are essential to a thriving and growing community. Council has and will continue to find savings, efficiencies and implement improved operating models in conducting its operations.

## Financial Sustainability Strategies

Based on the strengths and challenges presented in this Long-Term Financial Plan, Council is building on the strong foundations established to ensure the delivery of community aspirations outlined in the Community Strategic plan. To achieve this, the following actions will be recommended to Council to explore in combination:

- Explore potential avenues to raise new income streams and increase current income levels by expanding the application of the user-pays model.
- Seek additional income by proposing another Special Rate Variation (SRV).
- Focus on operational expenditure savings by reviewing service delivery processes, especially discretionary and community-demand services.
- Implement strategic asset management principles in compliance with relevant legislation.
- Shift perspective in activities to distinguish between "commercial" and "non-commercial."
- Enhance service efficiency and productivity through ongoing initiatives.
- Assess the cost/benefit of major projects and consider the affordability of their pay-back periods.
- Address the gap between income and expenditure increases.
- Provide financial support for those experiencing hardship.
- Prioritise works projects funded from externally restricted reserves.
- Rationalise and potentially divest unprofitable or excess property holdings.
- Optimise community venue management to boost utilisation and revenue.
- Adjust service charges to improve cost recovery for council services.
- Seek commercialisation opportunities and business improvements.
- Launch environmental and energy efficiency initiatives.
- Upgrade to more efficient information and communications technology for varied operational needs.
- Conduct targeted reviews of council operations to refine processes, reporting, procurement, and equipment use.
- Streamline processes to boost workforce efficiency and cut salary costs.
- Explore joint procurement strategies with other councils to enhance purchasing power.
- Enhance preventative management of workers' compensation insurance claims and safety audits.



- Implement waste management strategies to reduce landfill waste and costs.
- Maintain robust governance practices in all Council operations.
- Decommission or retire underutilised Council properties, assets, or services.
- Consider redevelopment of suitable Council properties.
- Review employee costs and staffing numbers, focusing on efficiencies in services driven by mandatory legislation.
- Annually define and review operations subsidised by the Council to manage subsidy levels effectively.
- Advocate for adjustments in statutory charges to align with service costs and improve transparency in revenue collection related to cost shifting.

## Cash Management

The Unrestricted Operating Cash continues to increase in recent years. However, it still forms only 7.8% of the total cash balance as at the end of June 2023. This means that the total cash balance is predominantly restricted in its use for specific purposes.

Externally Restricted cash, mainly from Developer Contributions, comprises approximately 60% of the total cash balance while Internally Restricted funds range from 30% to 35%. The internal restrictions are part of a cash management strategy that ensures governance and sustainability. This approach supports effective funding strategies and asset renewal programs.

Council's "Net Cash from Operating Activities" continues to be positive and increases year on year, thus presenting a sound liquidity outlook for the future.

Cash generated from operations enables the cost of asset maintenance to be met annually through its daily operations. Major works are included as part of the Capital Works Program and funded from appropriate Reserves or General Revenue.

Cash flow and profit are both important indicators of financial performance and it is critical to acknowledge the differences when establishing the financial health of council and in making financial decisions.

The following Table represents the actual cash balances up to 2022/23 and the projected balances to 2027/28.

Cash Balances										
	2018/19	2019/20	2020/21	2021/22	2022/23	F'cast 2023/24	F'cast 2024/25	F'cast 2025/26	F'cast 2026/27	F'cast 2027/28
<b>Externally Restricted</b>	104,091	102,013	103,718	115,976	136,970	146,915	156,553	166,220	176,744	186,349
<b>Internally Restricted</b>	60,871	43,116	49,357	61,818	72,352	85,700	91,322	96,962	103,101	108,704
<b>Total</b>	164,962	145,129	153,075	177,794	209,322	232,615	247,875	263,182	279,845	295,053
<b>Unrestricted</b>	1,751	28	7,217	10,000	17,748	12,243	13,046	13,852	14,729	15,529
<b>Unrestricted % of Total Cash</b>	1.1%	0.0%	4.5%	5.3%	7.8%	5.0%	5.0%	5.0%	5.0%	5.0%



The table below outlines the Council's financial reserves, divided into external, internal reserves and unrestricted cash. The table outlines the actual audited balance for 2022/23 and budget for 2023-2025.

External reserves include contributions, levies, grants and charges revenue that are legally restricted for specific uses. Internal reserves consist of funds segregated under section 8 of the Local Government Act 1993, such as bonds, leave entitlements, and election reserves, set aside by the Council for needs. This classification ensures funds are properly allocated and managed according to statutory requirements and Council decisions.

Reserve Name and Type	Description/Purpose	2022/23 Actual \$'000	2023/24 Revised Budget \$'000	2024/25 Proposed Budget \$'000
<b>Externally Restricted Closing Balances</b>				
Developer Contributions	The New South Wales (NSW) local infrastructure contributions (LIC) is regulated by the Environmental Planning and Assessment Act 1979 (the Act) and the Environmental Planning and Assessment Regulation 2000.	98,848	97,528	110,593
Specific Purpose Unexpended Grants	Unspent grants received that are designated for specific outcomes as stipulated by agreement	11,831	11,831	9,331
Domestic Waste Management Reserve	Surplus funds associated with the Waste Management Charge	21,640	13,527	13,565
Stormwater Management	Funds associated with the collection of the annual stormwater charge	2,004	2,105	1,185
Environmental Levy	Remaining funds that are associated with the former Kogarah City Council Special Rate Environment Levy	93	93	93
Town Improvement Levy Funds	Remaining funds that are associated with the former Hurstville City Council Town improvement levies (Mortdale, Riverwood and Hurstville)	2,172	2,196	2,220
Infrastructure Plus	Remaining funds that are associated with the former Hurstville City Council Special Rate Variation that ceased on 30 June 2019.	382	203	203
<b>Total Externally Restricted Balances</b>		<b>136,970</b>	<b>127,483</b>	<b>137,190</b>
<b>Internally Restricted</b>				
Employee Leave Entitlements	Ensuring adequate reserves for employee leave liability (Annual Leave, Long Service Leave, etc.)	6,126	6,981	7,761
Plant and Vehicle Replacement	Funding the purchase and upkeep of Motor Vehicle and Plant Equipment	7,038	5,361	4,121
Election	Covering costs associated with the election cycle.	1,812	2,012	1,112
Childcare Assets Reserve	Reinvesting surplus funds into Council's Childcare assets.	956	566	0
Hurstville Golf Course	Funds held to co-fund future works at Hurstville Golf Course	112	112	112
Financial Assistance Grant	Funds held to adjusting for changes in advance payment schedules.	5,309	5,309	4,500
Bonds and Damage Deposits	Maintaining sufficient cash to refund bonds and damage deposits.	4,240	4,240	4,530
Merger Initiatives Allocation	Funds accumulated through the implementation of cost saving initiatives as a result of the Merger	1,388	538	538

Assets, Roads and Infrastructure Management	Accumulation of funds supporting the annual infrastructure asset renewal program; roads, stormwater, transport, open space, buildings, etc.	15,289	18,547	28,389
Commercial Property	Investing in community-benefiting commercial initiatives.	20,166	17,370	17,170
Strategic Centres	Funding enhancements in Strategic Centres for community benefit.	5,743	5,743	5,743
Revolving Energy	Accumulation of cost savings via initiatives implemented through the Environmental Resilience Action plan 2022-2040	105	141	177
Tree Preservation	Accumulation of funds through for Tree management practices at Council.	1,011	1,011	1,011
Aquatic Facilities	Accumulation of funds for the renewal of material infrastructure.	58	58	58
Outdoor Sports Fields Renewal Reserve	Accumulation of funds for the renewal of material infrastructure.	114	114	2,314
Heritage Building Grants Program Reserve	Funds held for to support the Heritage Building Grants Program	23	23	23
Street Lighting Project Reserve	Accumulation of funds for conversion of street lighting program and associated savings.	179	179	179
Passenger Sustainable Fleet Reserve	Accumulation of funds for the investment into Hybrid and Electric Vehicles as an alternative to conventional vehicles.	31	31	31
Waste Strategy Implementation	Accumulation of funds via the waste charge to support the resourcing of the Waste Strategy Implementation.	2,550	2,550	2,550
Net Zero Emissions	Accumulation of funds from the sale of Large-Scale Generation Certificates to be used to fund initiatives to achieve net zero emissions.	102	102	102
Pooling Contributions	Council's contribution to co-fund developer contributions infrastructure to ensure the timely delivery inline with population growth	-	8,975	10,000
<b>Total Internally Restricted Balances</b>		<b>72,352</b>	<b>79,963</b>	<b>90,421</b>
<b>Total Restricted Cash Reserve Balances</b>		<b>209,322</b>	<b>207,446</b>	<b>227,611</b>
<b>Unrestricted Cash Balance Forecast</b>	Used as working capital to ensure the comprehensive financing of normal business operations and unforeseen events.	<b>17,748</b>	<b>25,799</b>	33,310

## Local Infrastructure Contribution Projects

The New South Wales (NSW) local infrastructure contributions (LIC) system helps provide new and growing communities with appropriate infrastructure. The NSW LIC system is regulated by the Environmental Planning and Assessment Act 1979 (the Act) and the Environmental Planning and Assessment Regulation 2000. Section 7.11 allows councils to levy contributions towards the cost of providing local infrastructure. Contributions plans set out the local infrastructure required to meet the demand from new development, and the contributions a council can levy on developers to fund the necessary land and works.

Voluntary planning agreements (VPAs) are another avenue for generating revenue from developments, for local infrastructure projects. They are arrangements between developers and either councils or the State Government for infrastructure contributions collected for

purposes not covered by a contributions plan. Section 7.4 of the Act allows councils and developers to voluntarily agree to a contribution arrangement.

The purpose of the Council's LIC plans and VPAs is to:

- Provide the framework for the efficient and equitable determination, collection and management of contributions towards the provision of local infrastructure in the Georges River LGA; and
- Ensure Council's management of local infrastructure contributions complies with relevant legislation and practice notes; and
- Establish the relationship between expected development and proposed local infrastructure to demonstrate that section 7.11 contributions under this plan are reasonable; and
- Ensure that developers make a reasonable contribution to the provision of local infrastructure required for development anticipated to occur up to 2036; and
- Ensure that the existing community is not unreasonably burdened by the provision of local infrastructure required, either partly or fully, as a result of development in the area; and
- To allow the opportunity for local infrastructure, or the dedication of land at no cost to Council, to be provided by developers or land owners in lieu of paying a monetary contribution when it accords with Council objectives or outcomes.

Development timeframes are such that there is often several years between when LICs are collected and the infrastructure is delivered. The below table highlights the current balance at year end and forecast closing balance based on budget allocation and anticipated income.

<b>Georges River Council Infrastructure Contribution Reserve Balances</b>	<b>2021/22 Actual Closing Balance</b>	<b>2022/23 Actual Closing Balance</b>	<b>2023/24 Forecast Closing Balance</b>	<b>2024/25 Forecast Closing Balance</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
New Georges River Council Section 7.11 Contributions Plan (Anticipated expenditure depending approval)	1,157	2,728	2,034	4,047
New Georges River Council Section 7.12 Plan	423	2,017	2,779	4,556
Old Georges River Council Section 7.12 Plan	4,098	5,168	5,194	5,425
Former Kogarah Section 7.11 Contributions Plans – Commenced 12 March 2013	43,685	47,541	47,748	53,115
Former Hurstville Section 7.11 Contributions Plans – commenced 14 March 2013	14,358	23,313	20,475	21,148
Former Hurstville Section 7.11 Contributions Plans – Repealed 14 March 2013	5,823	5,967	5,520	5,553
Section 7.13 - Court Ordered Development Consent Contributions	377	388	391	393
Voluntary Planning Agreements	12,349	11,725	10,890	10,955
<b>Totals</b>	<b>\$82,270</b>	<b>\$98,847</b>	<b>\$95,031</b>	<b>\$105,192</b>

The new Georges River Council Contribution Plan includes \$422 million worth of works, of this approximately 45% (\$192 million) is to be funded by Council and the remainder is developer contributions. An internally restricted reserve has been established to ensure funds are available to meet Council's contribution and assist in accelerating eligible projects within the contribution plan.

State and Federal grants are also potentially available for many of the projects within the works schedules and can be used to assist with Council's contribution.

Further, several key projects in the contributions plans have potential to be delivered as a joint venture, particularly in the Civic Centre Precinct. These projects represent approximately \$50 million of funding required to fund the existing population's share.

Council also has funds that will be received as part of various planning agreements which may be used towards funding the projects with low apportionment to the future population, particularly for public domain and traffic works within the Hurstville City Centre.

The table below highlights the Value of works contained in s7.11 and s7.12 works schedules, with apportionment by Infrastructure types. Note this does not account for annual CPI to the cost of works:

Value of works contained in s7.11 and s7.12 works schedules, with apportionment Infrastructure types	Total project costs	LIC Apportioned costs	Council Contribution
<b>Section 7.11 Works</b>			
<b>Open Space</b>	<b>\$173,990,852</b>	<b>\$143,873,354</b>	<b>\$30,117,498</b>
Open Space Upgrades	\$82,920,936	\$58,614,542	\$24,306,394
Open Space Acquisition	\$91,069,916	\$85,258,812	\$5,811,104
<b>Community and Recreational Facilities</b>	<b>\$96,399,508</b>	<b>\$44,727,899</b>	<b>\$51,671,609</b>
Recreation facilities (indoor and outdoor courts)	\$14,998,500	\$14,998,500	\$0
Libraries (capital works)	\$52,378,610	\$9,428,150	\$42,950,460
Libraries (resources)	\$1,693,757	\$1,693,757	\$0
Community Centres	\$21,773,641	\$13,499,657	\$8,273,984
Childcare facilities	\$5,555,000	\$5,107,835	\$447,165
<b>Public Domain</b>	<b>\$88,206,305</b>	<b>\$13,230,946</b>	<b>\$74,975,359</b>
<b>Transport</b>	<b>\$41,899,118</b>	<b>\$6,284,867</b>	<b>\$35,614,251</b>
Roads and intersections	\$26,816,875	\$4,022,531	\$22,794,344
Pedestrian, active transport and traffic calming	\$15,082,243	\$2,262,336	\$12,819,907
Sub-Total	\$400,495,783	\$208,117,066	\$192,378,717
Admin (1.5% of total costs)	\$3,121,756	\$3,121,756	\$0
<b>Section 7.12 Works</b>			
Open Space	\$2,600,000	\$2,600,000	\$0
Community Facilities	\$4,100,000	\$4,100,000	\$0
Public Domain	\$2,400,000	\$2,400,000	\$0
Transport	\$9,700,000	\$9,700,000	\$0
Sub-Total	\$18,800,000	\$18,800,000	\$0
<b>Total costs</b>	<b>\$422,417,539</b>	<b>\$230,038,822</b>	<b>\$192,378,717</b>

Open Space acquisitions and upgrades contribute to 42% of the total works schedule. The amount of open space currently provided in the Georges River LGA is 2.34 hectares per 1000 people, short of the benchmark of 2.7ha per 1000 people. There is also a shortfall of active open space provision of 7.6ha for the existing population. With additional population growth, the existing rates of provision will drop, and the shortfalls will increase unless more open space can be provided.

Ward	Blakehurst	Hurstville	Kogarah Bay	Mortdale	Peakhurst
Area of Open Space (ha)	124.93	26.14	57.76	29.99	235.37
Number of Dwellings	9,778	11,819	13,553	10,287	9,355
Open Space per Dwelling (sqm)	127.77	22.12	42.62	29.15	251.60
% of Total Open Space	26.3%	5.5%	12.2%	6.3%	49.6%

To maintain the current rate of 2.34ha per 1000 people for the incoming population, Council would need to provide an additional 57.6ha (at an estimated cost of \$1,440,000,000) of open space by 2036. The NSW government cap on contributions to a maximum of \$20,000 per dwelling means that this amount of land acquisition is unaffordable under section 7.11 contributions.

## Forecasting and Assumption Statement

### Financial Planning Assumptions

In preparing the budget, consideration was given to a range of economic and political factors that affect our finances. This impacts our capability to maintain existing levels of service and long term financial sustainability.

Georges River Council is expected to have significant worker and resident population growth over the next 15 years. A large proportion of this growth is forecast to occur in the strategic centres of Hurstville and Kogarah. This growth creates a new demand for either new facilities or embellishment of existing facilities.

Area	2021	2026	2031	2036	Total Change 2021-2036	Change (%)
Total (residents)	162,794	170,524	177,933	185,346	22,552	13.9%
Total (workers)	52,784	56,452	59,530	63,292	10,508	19.9%

The Independent Pricing and Regulatory Tribunal (IPART) recently announced the introduction of the rate peg with a population growth factor included. It is noted that this will not account for past growth and a special rate variation may be required to cover costs associated with population growth. Further, the Local Government cost index calculator has also been reviewed to be forward facing rather than lagging. Noting this will not account for the high CPI experienced in the past few years.

Changes to service expectations or level of service may require a further special rate variation in future years.

The Office of Local Government has recently announced a review into the funding model of councils to address rising cost pressures facing councils across the state and to review key factors impacting the sectors financial sustainability in the longer term.

## Revenue Forecasts

### Rating

Council Rates is a tax on the community and is based on the unimproved land values in the LGA. This source of Council's income is the most stable and largest source of operating revenue that is used to fund services. Council considers the following in the long-term management strategy of rates:

- application and impact of special rate variations
- application of the new rate peg and population growth factor
- restrictions of the current rate peg local government cost calculator
- increased revenues from other sources
- changes to service portfolio and level of service
- the projected impact of the rate cap
- any need to increase the reliance on rating due to a reduction of revenues from other sources such as a decline in grants and subsidies.

### Fees and Charges

A number of the services we provide are offered on a user pays basis. In preparing the Long-Term Financial Plan, possible future income from fees and charges, including opportunities to reduce reliance on other forms of income, have been considered. A major limitation of fees and charges growth is the statutory fees and charges that do not cover the cost of service.

Varying levels of demand for services covered by Fees and Charges continue to provide challenges to Council's ability to maintain or indeed increase user pay income and thus reduce reliance on grants or revenue from Rates.

### Grants and Subsidies

The assumption is to plan for continuing efforts in applying for and receiving grants based on historical trends. This is a volatile source of income and should these grants and subsidies be reduced, our ability to provide the same level of service will be impacted.

## Operating Expenditure Forecasts

### Employee Benefits and On Costs

The current Local Government State Award prescribes the mandatory annual increase for award-based staff. Other assumptions relating to employee costs in the Long Term Financial Plan include:

- Assumed annual award increase of 3.5% p.a. in 2024/25 and 3% p.a. thereafter.
- Progressive increases in superannuation up to 12% by 2025/26
- No change in existing employee resourcing levels
- A 6.5% natural vacancy in establishment permanent positions each financial year

- Annual productivity initiatives such as Christmas close down, vacancy rates, recruitment trends, and moderate training program until 2025/26 of between 3% and 6% per annum.
- A bonus incentive valued at \$500k per annum has been included in the budget (2024/25) and the year following (2025/26) to reward those employees who have been in employment in excess of 1 year.

#### Borrowings

Council is debt free. There are no anticipated borrowings over the ten year period based on Council being required to demonstrate an actual trend of positive operating results.

#### Materials and Services

Materials and services excluding Domestic Waste Management costs, and other expenses which represent the principal costs used to deliver services to the community are forecast to increase in line with the CPI. The Inflation Rate assumed for 2024/25 is 3.5%, 3.0% in 2025/26 and reducing to 2.3% by 2027/28.

The new contracts to deliver Waste Services has led to substantial increases (approximately 27%) in collection and tipping costs. While the increase to Tipping costs is yet to be finalised (expected to take effect from July 2025), the increase to collection costs come into effect at the end of the 1<sup>st</sup> quarter in 2024/25. A cost neutral recovery strategy has been applied.

#### Depreciation and Amortisation

The depreciation methodology can be found in the Notes to the General Purpose Financial Statements. The depreciation expense assumed in the Long-Term Financial Plan has been calculated in accordance with this methodology.

#### Other Expenses

Other Expenses primarily relate to Statutory Charges (including Emergency Services Levy) and Contributions and Donations. These are forecast to generally increase in line with the CPI assumptions stated above.

### **Capital Works Program Forecasts**

Historical trends highlight grant and developer contribution funds has been the main contributor to new and renewal of assets. This is a volatile funding source, and the Georges River Council Contributions Plan highlights a shortfall in funding future infrastructure needs.

Council achieving operating surpluses and regenerating internal asset management cash reserve will be a key requirement to fund renewal items in the future, close the infrastructure funding gap and assist in co-contributing to grant funded projects.

The plan has assumed an annual program of \$30-\$40 million per year with the continued assumed funding of over 30% from external restricted funding sources. The annual cash forecast and phasing of projects is being refined with the relevant departments to strengthen the alignment with the LTFP.

## Model Sensitivity

In planning for the current and future forecasts, we have made assumptions on factors outside of our control such as inflation, wage increases, cash rate and rate/other income capping.

Although the assumptions are our current informed estimates based on a range of reliable sources and while Long Term Financial Plans are inherently uncertain, these models are based on assumptions which represent the most likely outcome, given the prevailing economic and operating environment. Within each model there is a table that outlines the assumptions applied.

A 1% increase in the Inflation rate can unfavorably affect the Result (net of Capital Grants) by \$4.0 million over the 10 year period (2024/25 to 2033/34).

An additional 1% increase in the wage increase rate can adversely affect the net result by \$36 million over the same 10 year period

A 1% decrease in the forecast interest rate from 2025/26 will result in a \$30 million decline in income over 10 years. The forecast interest rate is set at 2.5% in 2025/26 and reduces to 2.0% from 2027/28 onwards. This rate is considered conservative. As such, a further reduction is less likely to occur.

After the current SRV is terminated at the end of 2025/26, the model assumes a Rate Peg of 2.0% over the balance period of the financial plan to 2033/34. In the unlikely event that the Rate Peg is reduced to 1% over this period, the adverse cumulative impact on Council results could be \$36 million.

The above exercise is carried out to test the validity of the assumptions made in plotting council's projected performance over the next 10 years and to be aware of the extent to which council will be affected if these assumptions change. Of the above elements, the potential for a change in the Wage Rate may be considered likely and steps may need to be put in place to ensure that council results remain positive.

## Key Performance Indicators

Financial health check performance indicators including the unrestricted current ratio, operating result, debt service ratio, and capital renewal ratio are monitored/reported on quarterly and annually. The statement of performance measures is in accordance with Local Government Code of Accounting Practice and Financial Reporting.

Financial Ratios are good indicators not only of Council's current performance, but more importantly, they highlight potential areas that may need to be addressed, if the operations are trending in adverse directions.

The Operating Performance Ratio indicates the enhancement or erosion of the Net Worth of Council. The Financial Plan currently shows that Council's performance is trending down after the SRV terminates at the end of 2025/26. 2027/28 onwards show increasing negative Net Results (net of Capital Grants). While Council currently has some breathing space, measures will need to be put in place to bring the performance back to positive territory in the future.

Liquidity is essential to any organisation in maintaining sustainability of its operations. Georges River Council (GRC) is no different. The Cash Coverage Ratio highlights Council's capacity to



fund its operations. While Council holds a substantial cash balance, approximately 60% of it is restricted in its use by legislation and 35% is subject to restrictions decided by council. This leaves approximately 5% of the total cash balance in reserve, to be used to fund operations.

The Unrestricted Current Ratio is consistently above 2.0 (in excess of the industry standard of 1.5 to 2.0) and demonstrates that council is well able to meet its current liabilities.

The Debtor Days Outstanding (Rates) ratio shows the efficiency of council in collecting the rates and charges. It is closely related to the liquidity ratio as debts collected quickly contributes to enhanced cash holdings. The ratio is currently around 11 days, which signifies superior performance by council.

The Remaining Useful Life of Assets ratio, which is currently around 60%, signifies that the overall condition of council's assets are in good condition and have 60% of their remaining lives available.

The Debt Service Cover Ratio is 0 and shows that council has not had any outstanding borrowings since 2023/24 and does not intend to incur any debt burden in the future. Outlays on all capital works are funded from Council's own cash resources.



## Financial Models Overview

These projections form a roadmap of the operating results, which provides Council opportunities to:

- Understand the current and future financial outlook for council and assess different courses of corrective action and quantify the potential outcomes
- Ensure sustainability through positive net results
- Structure the operations, based on affordability and financial sustainability.

With the introduction of the Special Rate Variation and the initiatives to contain and reduce expenditure, Council has recorded positive outcomes as regards its financial position to one of economic stability and sustainability. Though, continuing strict financial management is required to provide longer term surety by continuing to operate in a financially controlled environment.

As the operating results from 2026/27 present a continuing deteriorating trend in performance, measures will need to be put in place over the next year to correct the future outlook.

Failure to address an unsustainable financial position places Council in contravention of S.8b of the Local Government Act 1993 and will compel Council to cut and/or reduce services to ease an unfavourable gap between income and expenditure.

### ***Model 1 – CURRENT - Based on the 2024/25 Budget***

The Budget for 2024/25 has been structured to comply with council's financial management principle of conducting its operations in a financially sustainable manner.

The budget achieves a surplus of \$2.1 million, net of capital grants, in 2024/25 and continues to have surplus results in the following two years. The Special Rate Variation which was introduced in 2021/22 terminates in 2025/26. Council's financial performances start a declining trend in the following year and continues in that during the term of the Long-term Financial Plan up to 2033/34.

A significant inclusion in the 2024/25 Budget is the substantial increase in Domestic Waste Management costs contracted with the waste service providers. Legislation provide for the Domestic Waste services to function at break even. Consequently, the Domestic Waste Management Charge is increased appropriately to recover the full cost of the service.

The Rate Peg has been assumed at 2.0% from 2026/27 onwards for purposes of the projections. While this appears to be a reasonable assumption, it is also considered conservative. While IPART's calculation in determining the Rate Peg in future is expected to include a population factor, there is no indication at this stage, that it will result in a substantial increase in the determined rate. A 1% increase to the assumed rate peg will generate approximately, an additional \$1 million in income per annum and will contribute substantially to enhancing council's net results.

Council's commitment to the LTFP presented to IPART in maintaining positive sustainable results (net of income from capital grants) is firm. Further action is required to bring the LTFP more in line with the aspirations of Council.

***Model 2 – OPTIMISTIC - Based on the 2024/25 Budget and incorporating a “Blue Sky” outlook.***

With the resumption of normal operations, post Covid interruptions, and a more settled outlook for the economy in place, council can view the future with more optimism. While there are still some concerns around inflation, it is not unreasonable to explore a more “optimistic” view of Council operations in the years ahead.

Model 2 is prepared with changes to two assumptions made in the “Current” version presented in Model 1.

First, the Rate of Interest received on Council's investments, is assumed to increase from 2.5% to 3.25% from 2025/26. As a comparison, the average current rate of interest received in 2023/24 is 3.7%. This is calculated to generate additional income of \$2.0 million in 2025/26, with enhanced income generated in future years by applying the same rate to growing cash balances.

Second, the Rate Peg is projected to rise from 2.0% to 2.7% in 2026/27 and continue at that rate in future years. Following on from comments made on this aspect in Model 1 commentary, it is not unreasonable to anticipate a higher Rate Peg than the one used previously. The outcome is additional income of \$0.7 million in 2026/27 which compounds in the years following.

The effect of these two changes is to produce growing surpluses ranging from \$3.7M to \$6.3M from 2025/26 onwards.

While the outcomes produced in this model are most desirable, Council treats them with caution in adopting it as the most reasonable outlook.

***Model 3 – PESSIMISTIC - Based on the 2024/25 Budget and incorporating a less positive outlook***

Model 3 presents a view of the financial future for council in the event that changes in circumstances lead to adverse outcomes.

The Current Model 1 includes a “Vacancy Factor” in Employee costs, which reduces the operating expenses by reflecting the vacancies which remain “not filled” during the year. The percentage applied in the Draft Budget is 6.5%. Since there has been increased recruitment activity in departments, it is assumed, for the purposes of Model 3, that this vacancy factor decreases by half to 3.25%. The result is additional expenses of \$1.9 million in 2025/26, compounded in the following years.

The Budget records income from streams of user pay activities. Revenue from these streams is obviously dependent on the level of activity by the general populace. They could be affected by economic conditions, changes in habits, trends and legislation, availability of alternatives etc. Council has examined these streams and identified a few potential areas that could be affected by any of the aforementioned reasons.

The number of Development Applications have reduced due to higher building costs and unavailability of trades people, Child Care services are affected by a shortage of suitable human resources, the enforcement of building controls and the engagement of engineers show some reductions.

Model 3 projects the impact of a 10% reduction in income levels via these streams, effective 2025/26. As a consequence, an adverse impact of \$1.0 million is estimated in that year, followed by the effect of compounding over the rest of the period of the Plan.

The Operating Result, net of Capital Grants, under these circumstances, show rising deficits throughout the Plan, commencing in 2025/26.

This is most certainly undesirable, but it is worth noting the almost immediate impact on operations, if the assumed environment changes.

## Detailed Financial Models

### Model 1 – CURRENT - Based on 2024/25 Budget

Model 1	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Income Statement	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating Revenue</b>										
Rates and Annual Charges	129,024	139,399	142,367	145,352	148,400	151,513	154,689	157,934	161,247	164,630
User Charges and Fees	17,143	17,658	18,081	18,498	18,923	19,359	19,804	20,258	20,723	21,199
Interest and investment revenue	9,500	6,979	7,407	6,310	6,618	6,934	7,284	7,660	8,038	8,428
Grants and Contributions - Operating	12,655	13,036	13,350	13,657	13,972	14,293	14,622	14,958	15,303	15,656
Grants and Contributions - Capital	20,020	20,621	21,116	21,602	22,098	22,606	23,126	23,658	24,202	24,759
Other revenues	14,535	14,972	15,332	15,684	16,046	16,414	16,792	17,178	17,573	17,978
<b>Total Operating Revenue</b>	<b>202,877</b>	<b>212,665</b>	<b>217,653</b>	<b>221,103</b>	<b>226,057</b>	<b>231,119</b>	<b>236,317</b>	<b>241,646</b>	<b>247,086</b>	<b>252,650</b>
<b>Operating Expenditure</b>										
Employee Costs	(69,014)	(71,284)	(72,827)	(74,988)	(77,215)	(79,509)	(81,871)	(84,303)	(86,807)	(89,386)
Materials and Services	(77,534)	(82,606)	(84,590)	(86,536)	(89,627)	(90,565)	(92,645)	(94,777)	(98,207)	(99,186)
Other Expenses	(4,349)	(4,480)	(4,587)	(4,692)	(4,800)	(4,910)	(5,023)	(5,138)	(5,255)	(5,376)
<b>Total Operating Expenditure</b>	<b>(150,897)</b>	<b>(158,370)</b>	<b>(162,004)</b>	<b>(166,216)</b>	<b>(171,642)</b>	<b>(174,984)</b>	<b>(179,539)</b>	<b>(184,218)</b>	<b>(190,269)</b>	<b>(193,948)</b>
<b>Surplus/(Deficit) prior to Depreciation &amp; Financing Costs</b>	<b>51,980</b>	<b>54,295</b>	<b>55,649</b>	<b>54,887</b>	<b>54,415</b>	<b>56,135</b>	<b>56,778</b>	<b>57,428</b>	<b>56,817</b>	<b>58,702</b>
Depreciation	(30,461)	(31,718)	(33,394)	(34,595)	(35,861)	(37,124)	(38,388)	(39,659)	(40,934)	(42,208)
Financing costs (Interest Expenses)	(1)	(1)	(2)	(3)	(4)	(4)	(5)	(7)	(9)	(11)
<b>Net Operating Result for period - Surplus/(Deficit)</b>	<b>21,518</b>	<b>22,576</b>	<b>22,253</b>	<b>20,289</b>	<b>18,550</b>	<b>19,007</b>	<b>18,385</b>	<b>17,762</b>	<b>15,874</b>	<b>16,483</b>
Net gains/(losses) from Disposal of Assets	560	560	560	560	560	560	560	560	560	560
<b>Net Surplus/(Deficit)</b>	<b>22,078</b>	<b>23,136</b>	<b>22,813</b>	<b>20,849</b>	<b>19,110</b>	<b>19,567</b>	<b>18,945</b>	<b>18,322</b>	<b>16,434</b>	<b>17,043</b>
<b>Result Net of Capital Grants – Surplus/(Deficit)</b>	<b>2,058</b>	<b>2,515</b>	<b>1,697</b>	<b>(753)</b>	<b>(2,988)</b>	<b>(3,039)</b>	<b>(4,181)</b>	<b>(5,336)</b>	<b>(7,768)</b>	<b>(7,716)</b>

<b>Model 1</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Statement of Financial Position</b>	<b>BUDGET</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$'000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash, Cash Equivalents & Investments	260,921	277,033	294,573	310,582	325,977	342,788	361,608	381,097	400,132	420,805
Receivables - Gross	12,103	12,163	12,490	12,543	12,851	13,167	13,494	13,832	14,176	14,530
Less: Provision for Impairment	(505)	(559)	(614)	(670)	(727)	(785)	(844)	(904)	(965)	(1,027)
Inventories	170	175	180	184	188	192	197	201	206	211
Other	550	550	550	550	550	550	550	550	550	550
<b>Total Current Assets</b>	<b>273,239</b>	<b>289,362</b>	<b>307,179</b>	<b>323,189</b>	<b>338,839</b>	<b>355,912</b>	<b>375,005</b>	<b>394,776</b>	<b>414,099</b>	<b>435,069</b>
<b>Non-Current Assets</b>										
Property, Plant & Equipment	1,614,905	1,622,604	1,628,642	1,633,494	1,637,095	1,639,448	1,640,552	1,640,408	1,639,015	1,636,374
Investment Property	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Right of Use Assets	26	68	96	109	107	90	57	53	47	14
<b>Total Non-Current Assets</b>	<b>1,643,957</b>	<b>1,651,698</b>	<b>1,657,764</b>	<b>1,662,629</b>	<b>1,666,228</b>	<b>1,668,564</b>	<b>1,669,635</b>	<b>1,669,487</b>	<b>1,668,088</b>	<b>1,665,414</b>
<b>Total Assets</b>	<b>1,917,196</b>	<b>1,941,060</b>	<b>1,964,943</b>	<b>1,985,818</b>	<b>2,005,067</b>	<b>2,024,476</b>	<b>2,044,640</b>	<b>2,064,263</b>	<b>2,082,187</b>	<b>2,100,483</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	(29,239)	(29,354)	(29,990)	(29,429)	(28,965)	(28,187)	(28,771)	(29,367)	(30,111)	(30,600)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	0	0
Unexpended Operating Grants	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Unexpended Capital Grants	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Accruals & Provisions	(17,017)	(17,577)	(17,957)	(18,490)	(19,039)	(19,605)	(20,187)	(20,787)	(21,404)	(22,040)
<b>Total Current Liabilities</b>	<b>(54,300)</b>	<b>(54,975)</b>	<b>(55,991)</b>	<b>(55,963)</b>	<b>(56,048)</b>	<b>(55,836)</b>	<b>(57,002)</b>	<b>(58,198)</b>	<b>(59,515)</b>	<b>(60,640)</b>
<b>Non-Current Liabilities</b>										
Lease Liabilities	20	(34)	(88)	(142)	(196)	(250)	(304)	(408)	(581)	(710)
<b>Total Non-Current Liabilities</b>	<b>20</b>	<b>(34)</b>	<b>(88)</b>	<b>(142)</b>	<b>(196)</b>	<b>(250)</b>	<b>(304)</b>	<b>(408)</b>	<b>(581)</b>	<b>(710)</b>
<b>Total Liabilities</b>	<b>(54,280)</b>	<b>(55,009)</b>	<b>(56,079)</b>	<b>(56,105)</b>	<b>(56,244)</b>	<b>(56,086)</b>	<b>(57,306)</b>	<b>(58,606)</b>	<b>(60,096)</b>	<b>(61,350)</b>
<b>Net Assets</b>	<b>1,862,916</b>	<b>1,886,051</b>	<b>1,908,864</b>	<b>1,929,713</b>	<b>1,948,823</b>	<b>1,968,390</b>	<b>1,987,334</b>	<b>2,005,657</b>	<b>2,022,091</b>	<b>2,039,133</b>
<b>EQUITY</b>										
Retained Earnings	(1,525,856)	(1,548,991)	(1,571,804)	(1,592,653)	(1,611,763)	(1,631,330)	(1,650,274)	(1,668,597)	(1,685,031)	(1,702,073)
Revaluation Reserve	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)
<b>Total Equity</b>	<b>(1,862,916)</b>	<b>(1,886,051)</b>	<b>(1,908,864)</b>	<b>(1,929,713)</b>	<b>(1,948,823)</b>	<b>(1,968,390)</b>	<b>(1,987,334)</b>	<b>(2,005,657)</b>	<b>(2,022,091)</b>	<b>(2,039,133)</b>

Model 1	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Statement of Cash Flows	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts</b>										
Rates and Annual Charges	129,929	139,086	142,277	145,263	148,308	151,419	154,593	157,836	161,148	164,528
User Fees and Charges	17,032	17,587	18,023	18,441	18,865	19,299	19,743	20,196	20,659	21,134
Grants and Contributions - Operating	12,610	12,994	13,316	13,623	13,938	14,258	14,586	14,921	15,265	15,617
Cash Received in year but not recognised as Revenue	500	500	500	500	500	500	500	500	500	500
Cash Received in previous year recognised as Income in Current Year	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Other	14,444	14,889	15,263	15,616	15,977	16,343	16,720	17,104	17,497	17,900
<b>Payments</b>										
Employee Benefits and On-Costs	(67,841)	(70,724)	(72,447)	(74,455)	(76,666)	(78,943)	(81,289)	(83,703)	(86,190)	(88,750)
Materials and Services	(75,555)	(82,909)	(84,296)	(87,432)	(90,435)	(91,694)	(92,422)	(94,547)	(97,837)	(99,083)
Other Expenses	(4,783)	(4,013)	(4,195)	(4,305)	(4,403)	(4,505)	(4,608)	(4,716)	(4,825)	(4,933)
Borrowing Costs	(1)	(1)	(2)	(3)	(4)	(4)	(5)	(7)	(9)	(11)
<b>Net Cash from Operating Activities</b>	<b>25,835</b>	<b>26,909</b>	<b>27,939</b>	<b>26,748</b>	<b>25,580</b>	<b>26,173</b>	<b>27,318</b>	<b>27,084</b>	<b>25,708</b>	<b>26,402</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Investment and Interest Revenue Received	8,889	7,428	7,331	6,505	6,563	6,878	7,222	7,593	7,971	8,358
Grants and Contributions - Capital	20,020	20,621	21,116	21,602	22,098	22,606	23,126	23,658	24,202	24,759
Cash Received in year but not recognised as Revenue	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Cash Received in previous year recognised as Income in Current Year	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Proceeds from Sale of Assets	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
<b>Payments</b>										
Capital Works and Purchase of Fixed Assets	(39,835)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Lease Payment (Principal) on Right of Use Assets	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
<b>Net Cash from Investing Activities</b>	<b>(9,772)</b>	<b>(10,797)</b>	<b>(10,399)</b>	<b>(10,739)</b>	<b>(10,185)</b>	<b>(9,362)</b>	<b>(8,498)</b>	<b>(7,595)</b>	<b>(6,673)</b>	<b>(5,729)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
New Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Payments</b>										
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Net Cash from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase / (Decrease) in Cash and Cash Equivalents</b>	<b>16,063</b>	<b>16,112</b>	<b>17,540</b>	<b>16,009</b>	<b>15,395</b>	<b>16,811</b>	<b>18,820</b>	<b>19,489</b>	<b>19,035</b>	<b>20,673</b>
Cash and Cash Equivalents - Beginning of the Year	244,858	260,921	277,033	294,573	310,582	325,977	342,788	361,608	381,097	400,132
<b>Cash and Cash Equivalents - End of the Year</b>	<b>260,921</b>	<b>277,033</b>	<b>294,573</b>	<b>310,582</b>	<b>325,977</b>	<b>342,788</b>	<b>361,608</b>	<b>381,097</b>	<b>400,132</b>	<b>420,805</b>

Model 1	Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Key Performance Indicators		BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Operating Performance Ratio</b> <i>(Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)</i>	0%	0.8%	1.0%	0.6%	-0.7%	-1.7%	-1.7%	-2.2%	-2.7%	-3.7%	-3.6%
<b>Own Source Revenue Generated (w/o Grant income)</b> <i>(Measures Council's dependence on Grants income)</i>	> 80%	83.9%	84.2%	84.2%	84.1%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%
<b>Unrestricted Current Ratio</b> <i>(Measures Council's liquidity)</i>	> 1.5x	2.1	2.2	2.3	2.4	2.6	2.7	2.8	2.9	2.9	3.0
<b>Debt Service Cover Ratio</b> <i>(Measures Council's capacity to service debt)</i>	> 2.0x	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
<b>Capital Works &amp; Asset renewals</b> <i>(Measures Council's expenditure on renewal of assets in relation to the annual Depreciation charge)</i>	> 1.1x	0.7	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5
<b>Own Source Revenue Growth</b> <i>(Measures Council's increase of own source revenue)</i>	> 0%	10%	5%	2%	1%	2%	2%	2%	2%	2%	2%
<b>Debtor Days Outstanding - Rates</b>	< 30	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
<b>Debtor Days Outstanding - Other Debtors (net of Rates)</b> <i>(Measures Council's management of Debtors)</i>	< 30	41.0	40.0	40.0	39.0	39.0	39.0	39.0	40.0	40.0	40.0
<b>Debtor Collection Rate - Rates</b>	= > 100%	100.7%	99.8%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
<b>Debtor Collection Rate - Other Debtors (net of Rates)</b> <i>(Measures Council's Collection Rate of Debtors)</i>	= > 100%	98.8%	100.3%	99.7%	100.0%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
<b>Cash Coverage Ratio</b> <i>(Measures Council's Cash coverage of Expenditure)</i>	> 3 Mths	8.3	8.4	8.7	9.0	9.1	9.4	9.7	9.9	10.1	10.4
<b>Remaining Useful Life of Assets</b> <i>(Expressed as a % of Gross Cost of Assets)</i>	> 60%	62.0%	61.0%	59.9%	58.8%	57.7%	56.5%	55.3%	54.1%	52.9%	51.6%
<b>Repairs &amp; Maintenance as a % of WDV of Assets</b>	1%	0.5%	0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%
Parameters		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate Peg		5.8%	5.8%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
SRV		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)		3.50%	3.00%	2.40%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Interest Rate		3.65%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Effective Interest Rate on Debtors		6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%
S&W Increases		3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Superannuation Accum		11.5%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%



**Model 2 – OPTIMISTIC - Based on the 2024/25 Budget and incorporating a “Blue Sky” outlook.**

<b>Model 2</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Income Statement</b>	<b>BUDGET</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Operating Revenue</b>										
Rates and Annual Charges	129,024	139,399	143,076	146,806	150,633	154,561	158,590	162,725	166,969	171,325
User Charges and Fees	17,143	17,658	18,081	18,498	18,923	19,359	19,804	20,258	20,723	21,199
Interest and investment revenue	9,500	9,024	9,659	10,344	11,054	11,825	12,694	13,656	14,674	15,766
Grants and Contributions - Operating	12,655	13,036	13,350	13,657	13,972	14,293	14,622	14,958	15,303	15,656
Grants and Contributions - Capital	20,020	20,621	21,116	21,602	22,098	22,606	23,126	23,658	24,202	24,759
Other revenues	14,535	14,972	15,332	15,684	16,046	16,414	16,792	17,178	17,573	17,978
<b>Total Operating Revenue</b>	<b>202,877</b>	<b>214,710</b>	<b>220,614</b>	<b>226,591</b>	<b>232,726</b>	<b>239,058</b>	<b>245,628</b>	<b>252,433</b>	<b>259,444</b>	<b>266,683</b>
<b>Operating Expenditure</b>										
Employee Costs	(69,014)	(71,284)	(72,827)	(74,988)	(77,215)	(79,509)	(81,871)	(84,303)	(86,807)	(89,386)
Materials and Services	(77,534)	(82,606)	(84,590)	(86,536)	(89,627)	(90,565)	(92,645)	(94,777)	(98,207)	(99,186)
Other Expenses	(4,349)	(4,480)	(4,587)	(4,692)	(4,800)	(4,910)	(5,023)	(5,138)	(5,255)	(5,376)
<b>Total Operating Expenditure</b>	<b>(150,897)</b>	<b>(158,370)</b>	<b>(162,004)</b>	<b>(166,216)</b>	<b>(171,642)</b>	<b>(174,984)</b>	<b>(179,539)</b>	<b>(184,218)</b>	<b>(190,269)</b>	<b>(193,948)</b>
<b>Surplus/(Deficit) prior to Depreciation &amp; Financing Costs</b>	<b>51,980</b>	<b>56,340</b>	<b>58,610</b>	<b>60,375</b>	<b>61,084</b>	<b>64,074</b>	<b>66,089</b>	<b>68,215</b>	<b>69,175</b>	<b>72,735</b>
Depreciation	(30,461)	(31,718)	(33,394)	(34,595)	(35,861)	(37,124)	(38,388)	(39,659)	(40,934)	(42,208)
Financing costs (Interest Expenses)	(1)	(1)	(2)	(3)	(4)	(4)	(5)	(7)	(9)	(11)
<b>Net Operating Result for period - Surplus/(Deficit)</b>	<b>21,518</b>	<b>24,621</b>	<b>25,214</b>	<b>25,777</b>	<b>25,219</b>	<b>26,946</b>	<b>27,696</b>	<b>28,549</b>	<b>28,232</b>	<b>30,516</b>
Net gains/(losses) from Disposal of Assets	560	560	560	560	560	560	560	560	560	560
<b>Net Surplus/(Deficit)</b>	<b>22,078</b>	<b>25,181</b>	<b>25,774</b>	<b>26,337</b>	<b>25,779</b>	<b>27,506</b>	<b>28,256</b>	<b>29,109</b>	<b>28,792</b>	<b>31,076</b>
<b>Result Net of Capital Grants – Surplus/(Deficit)</b>	<b>2,058</b>	<b>4,560</b>	<b>4,658</b>	<b>4,735</b>	<b>3,681</b>	<b>4,900</b>	<b>5,130</b>	<b>5,451</b>	<b>4,590</b>	<b>6,317</b>

Model 2	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Statement of Financial Position	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash, Cash Equivalents & Investments	260,921	278,714	299,157	320,314	342,282	366,927	394,940	425,085	456,335	490,887
Receivables - Gross	12,103	12,527	12,912	13,305	13,709	14,130	14,575	15,044	15,531	16,039
Less: Provision for Impairment	(505)	(559)	(614)	(670)	(727)	(785)	(844)	(904)	(965)	(1,027)
Inventories	170	175	180	184	188	192	197	201	206	211
Other	550	550	550	550	550	550	550	550	550	550
<b>Total Current Assets</b>	<b>273,239</b>	<b>291,407</b>	<b>312,185</b>	<b>333,683</b>	<b>356,002</b>	<b>381,014</b>	<b>409,418</b>	<b>439,976</b>	<b>471,657</b>	<b>506,660</b>
<b>Non-Current Assets</b>										
Property, Plant & Equipment	1,614,905	1,622,604	1,628,642	1,633,494	1,637,095	1,639,448	1,640,552	1,640,408	1,639,015	1,636,374
Investment Property	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Right of Use Assets	26	68	96	109	107	90	57	53	47	14
<b>Total Non-Current Assets</b>	<b>1,643,957</b>	<b>1,651,698</b>	<b>1,657,764</b>	<b>1,662,629</b>	<b>1,666,228</b>	<b>1,668,564</b>	<b>1,669,635</b>	<b>1,669,487</b>	<b>1,668,088</b>	<b>1,665,414</b>
<b>Total Assets</b>	<b>1,917,196</b>	<b>1,943,105</b>	<b>1,969,949</b>	<b>1,996,312</b>	<b>2,022,230</b>	<b>2,049,578</b>	<b>2,079,053</b>	<b>2,109,463</b>	<b>2,139,745</b>	<b>2,172,074</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	(29,239)	(29,354)	(29,990)	(29,429)	(28,965)	(28,187)	(28,771)	(29,367)	(30,111)	(30,600)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	0
Unexpended Operating Grants	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Unexpended Capital Grants	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Accruals & Provisions	(17,017)	(17,577)	(17,957)	(18,490)	(19,039)	(19,605)	(20,187)	(20,787)	(21,404)	(22,040)
<b>Total Current Liabilities</b>	<b>(54,300)</b>	<b>(54,975)</b>	<b>(55,991)</b>	<b>(55,963)</b>	<b>(56,048)</b>	<b>(55,836)</b>	<b>(57,002)</b>	<b>(58,198)</b>	<b>(59,559)</b>	<b>(60,640)</b>
<b>Non-Current Liabilities</b>										
Lease Liabilities	20	(34)	(88)	(142)	(196)	(250)	(304)	(408)	(537)	(710)
<b>Total Non-Current Liabilities</b>	<b>20</b>	<b>(34)</b>	<b>(88)</b>	<b>(142)</b>	<b>(196)</b>	<b>(250)</b>	<b>(304)</b>	<b>(408)</b>	<b>(537)</b>	<b>(710)</b>
<b>Total Liabilities</b>	<b>(54,280)</b>	<b>(55,009)</b>	<b>(56,079)</b>	<b>(56,105)</b>	<b>(56,244)</b>	<b>(56,086)</b>	<b>(57,306)</b>	<b>(58,606)</b>	<b>(60,096)</b>	<b>(61,350)</b>
<b>Net Assets</b>	<b>1,862,916</b>	<b>1,888,096</b>	<b>1,913,870</b>	<b>1,940,207</b>	<b>1,965,986</b>	<b>1,993,492</b>	<b>2,021,747</b>	<b>2,050,857</b>	<b>2,079,649</b>	<b>2,110,724</b>
<b>EQUITY</b>										
Retained Earnings	(1,525,856)	(1,551,036)	(1,576,810)	(1,603,147)	(1,628,926)	(1,656,432)	(1,684,687)	(1,713,797)	(1,742,589)	(1,773,664)
Revaluation Reserve	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)
<b>Total Equity</b>	<b>(1,862,916)</b>	<b>(1,888,096)</b>	<b>(1,913,870)</b>	<b>(1,940,207)</b>	<b>(1,965,986)</b>	<b>(1,993,492)</b>	<b>(2,021,747)</b>	<b>(2,050,857)</b>	<b>(2,079,649)</b>	<b>(2,110,724)</b>

<b>Model 2</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Statement of Cash Flows</b>	<b>BUDGET</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
<b>Cash Flows from Operating Activities</b>										
<b>Receipts</b>										
Rates and Annual Charges	129,929	139,086	142,965	146,694	150,517	154,443	158,469	162,600	166,841	171,194
User Fees and Charges	17,032	17,587	18,023	18,441	18,865	19,299	19,743	20,196	20,659	21,134
Grants and Contributions - Operating	12,610	12,994	13,316	13,623	13,938	14,258	14,586	14,921	15,265	15,617
Cash Received in year but not recognised as Revenue	500	500	500	500	500	500	500	500	500	500
Cash Received in previous year recognised as Income in Current Year	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Other	14,444	14,889	15,263	15,616	15,977	16,343	16,720	17,104	17,497	17,900
<b>Payments</b>										
Employee Benefits and On-Costs	(67,841)	(70,724)	(72,447)	(74,455)	(76,666)	(78,943)	(81,289)	(83,703)	(86,190)	(88,750)
Materials and Services	(75,555)	(82,909)	(84,296)	(87,432)	(90,435)	(91,694)	(92,422)	(94,547)	(97,837)	(99,083)
Other Expenses	(4,783)	(4,013)	(4,195)	(4,305)	(4,403)	(4,505)	(4,608)	(4,716)	(4,825)	(4,933)
Borrowing Costs	(1)	(1)	(2)	(3)	(4)	(4)	(5)	(7)	(9)	(11)
<b>Net Cash from Operating Activities</b>	<b>25,835</b>	<b>26,909</b>	<b>28,627</b>	<b>28,179</b>	<b>27,789</b>	<b>29,197</b>	<b>31,194</b>	<b>31,848</b>	<b>31,401</b>	<b>33,068</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Investment and Interest Revenue Received	8,889	9,109	9,546	10,222	10,927	11,688	12,539	13,485	14,493	15,571
Grants and Contributions - Capital	20,020	20,621	21,116	21,602	22,098	22,606	23,126	23,658	24,202	24,759
Cash Received in year but not recognised as Revenue	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Cash Received in previous year recognised as Income in Current Year	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Proceeds from Sale of Assets	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
<b>Payments</b>										
Capital Works and Purchase of Fixed Assets	(39,835)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Lease Payment (Principal) on Right of Use Assets	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
<b>Net Cash from Investing Activities</b>	<b>(9,772)</b>	<b>(9,116)</b>	<b>(8,184)</b>	<b>(7,022)</b>	<b>(5,821)</b>	<b>(4,552)</b>	<b>(3,181)</b>	<b>(1,703)</b>	<b>(151)</b>	<b>1,484</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
New Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Payments</b>										
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Net Cash from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase / (Decrease) in Cash and Cash Equivalents</b>	<b>16,063</b>	<b>17,793</b>	<b>20,443</b>	<b>21,157</b>	<b>21,968</b>	<b>24,645</b>	<b>28,013</b>	<b>30,145</b>	<b>31,250</b>	<b>34,552</b>
Cash and Cash Equivalents - Beginning of the Year	244,858	260,921	278,714	299,157	320,314	342,282	366,927	394,940	425,085	456,335
<b>Cash and Cash Equivalents - End of the Year</b>	<b>260,921</b>	<b>278,714</b>	<b>299,157</b>	<b>320,314</b>	<b>342,282</b>	<b>366,927</b>	<b>394,940</b>	<b>425,085</b>	<b>456,335</b>	<b>490,887</b>

Model 2	Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Key Performance Indicators		BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Operating Performance Ratio</b> (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	0%	0.8%	2.1%	2.1%	2.0%	1.5%	2.0%	2.1%	2.1%	1.7%	2.4%
<b>Own Source Revenue Generated (w/o Grant income)</b> (Measures Council's dependence on Grants income)	> 80%	83.9%	84.3%	84.4%	84.4%	84.5%	84.6%	84.6%	84.7%	84.8%	84.8%
<b>Unrestricted Current Ratio</b> (Measures Council's liquidity)	> 1.5x	2.1	2.3	2.4	2.5	2.7	2.9	3.0	3.2	3.3	3.5
<b>Debt Service Cover Ratio</b> (Measures Council's capacity to service debt)	> 2.0x	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
<b>Capital Works &amp; Asset renewals</b> (Measures Council's expenditure on renewal of assets in relation to the annual Depreciation charge)	> 1.1x	0.7	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5
<b>Own Source Revenue Growth</b> (Measures Council's increase of own source revenue)	> 0%	10%	6%	3%	3%	3%	3%	3%	3%	3%	3%
<b>Debtor Days Outstanding - Rates</b>	< 30	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
<b>Debtor Days Outstanding - Other Debtors (net of Rates)</b> (Measures Council's management of Debtors)	< 30	41.0	40.0	40.0	41.0	41.0	41.0	41.0	41.0	41.0	42.0
<b>Debtor Collection Rate - Rates</b>	= > 100%	100.7%	99.8%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
<b>Debtor Collection Rate - Other Debtors (net of Rates)</b> (Measures Council's Collection Rate of Debtors)	= > 100%	98.8%	99.9%	99.6%	99.6%	99.6%	99.6%	99.6%	99.6%	99.6%	99.6%
<b>Cash Coverage Ratio</b> (Measures Council's Cash coverage of Expenditure)	> 3 Mths	8.3	8.4	8.9	9.2	9.6	10.1	10.6	11.1	11.5	12.1
<b>Remaining Useful Life of Assets</b> (Expressed as a % of Gross Cost of Assets)	> 60%	62.0%	61.0%	59.9%	58.8%	57.7%	56.5%	55.3%	54.1%	52.9%	51.6%
<b>Repairs &amp; Maintenance as a % of WDV of Assets</b>	1%	0.5%	0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%
Parametres		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate Peg		5.8%	5.8%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
SRV		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)		3.50%	3.00%	2.40%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Interest Rate		3.65%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Effective Interest Rate on Debtors		6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%
S&W Increases		3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Superannuation Accum		11.5%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%

**Model 3 – PESSIMISTIC - Based on the 2024/25 Budget and incorporating a less positive outlook.**

<b>Model 3</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Income Statement</b>	<b>BUDGET</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
<b>Operating Revenue</b>										
Rates and Annual Charges	129,024	139,399	142,367	145,352	148,400	151,513	154,689	157,934	161,247	164,630
User Charges and Fees	17,143	16,611	17,008	17,400	17,800	18,211	18,629	19,056	19,494	19,942
Interest and investment revenue	9,500	6,979	7,407	6,310	6,618	6,934	7,284	7,660	8,038	8,428
Grants and Contributions - Operating	12,655	13,036	13,350	13,657	13,972	14,293	14,622	14,958	15,303	15,656
Grants and Contributions - Capital	20,020	20,621	21,116	21,602	22,098	22,606	23,126	23,658	24,202	24,759
Other revenues	14,535	14,972	15,332	15,684	16,046	16,414	16,792	17,178	17,573	17,978
<b>Total Operating Revenue</b>	<b>202,877</b>	<b>211,618</b>	<b>216,580</b>	<b>220,005</b>	<b>224,934</b>	<b>229,971</b>	<b>235,142</b>	<b>240,444</b>	<b>245,857</b>	<b>251,393</b>
<b>Operating Expenditure</b>										
Employee Costs	(69,014)	(73,173)	(74,779)	(76,998)	(79,284)	(81,639)	(84,064)	(86,562)	(89,133)	(91,782)
Materials and Services	(77,534)	(82,606)	(84,590)	(86,536)	(89,627)	(90,565)	(92,645)	(94,777)	(98,207)	(99,186)
Other Expenses	(4,349)	(4,480)	(4,587)	(4,692)	(4,800)	(4,910)	(5,023)	(5,138)	(5,255)	(5,376)
<b>Total Operating Expenditure</b>	<b>(150,897)</b>	<b>(160,259)</b>	<b>(163,956)</b>	<b>(168,226)</b>	<b>(173,711)</b>	<b>(177,114)</b>	<b>(181,732)</b>	<b>(186,477)</b>	<b>(192,595)</b>	<b>(196,344)</b>
<b>Surplus/(Deficit) prior to Depreciation &amp; Financing Costs</b>	<b>51,980</b>	<b>51,359</b>	<b>52,624</b>	<b>51,779</b>	<b>51,223</b>	<b>52,857</b>	<b>53,410</b>	<b>53,967</b>	<b>53,262</b>	<b>55,049</b>
Depreciation	(30,461)	(31,718)	(33,394)	(34,595)	(35,861)	(37,124)	(38,388)	(39,659)	(40,934)	(42,208)
Financing costs (Interest Expenses)	(1)	(1)	(2)	(3)	(4)	(4)	(5)	(7)	(9)	(11)
<b>Net Operating Result for period - Surplus/(Deficit)</b>	<b>21,518</b>	<b>19,640</b>	<b>19,228</b>	<b>17,181</b>	<b>15,358</b>	<b>15,729</b>	<b>15,017</b>	<b>14,301</b>	<b>12,319</b>	<b>12,830</b>
Net gains/(losses) from Disposal of Assets	560	560	560	560	560	560	560	560	560	560
<b>Net Surplus/(Deficit)</b>	<b>22,078</b>	<b>20,200</b>	<b>19,788</b>	<b>17,741</b>	<b>15,918</b>	<b>16,289</b>	<b>15,577</b>	<b>14,861</b>	<b>12,879</b>	<b>13,390</b>
<b>Result Net of Capital Grants – Surplus/(Deficit)</b>	<b>2,058</b>	<b>(421)</b>	<b>(1,328)</b>	<b>(3,861)</b>	<b>(6,180)</b>	<b>(6,317)</b>	<b>(7,549)</b>	<b>(8,797)</b>	<b>(11,323)</b>	<b>(11,369)</b>

<b>Model 3</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Statement of Financial Position</b>	<b>BUDGET</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$'000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash, Cash Equivalents & Investments	260,921	274,707	289,241	302,159	314,380	327,931	343,403	359,451	374,952	391,992
Receivables - Gross	12,103	12,019	12,343	12,393	12,697	13,010	13,333	13,667	14,007	14,358
Less: Provision for Impairment	(505)	(559)	(614)	(670)	(727)	(785)	(844)	(904)	(965)	(1,027)
Inventories	170	175	180	184	188	192	197	201	206	211
Other	550	550	550	550	550	550	550	550	550	550
<b>Total Current Assets</b>	<b>273,239</b>	<b>286,892</b>	<b>301,700</b>	<b>314,616</b>	<b>327,088</b>	<b>340,898</b>	<b>356,639</b>	<b>372,965</b>	<b>388,750</b>	<b>406,084</b>
<b>Non-Current Assets</b>										
Property, Plant & Equipment	1,614,905	1,622,604	1,628,642	1,633,494	1,637,095	1,639,448	1,640,552	1,640,408	1,639,015	1,636,374
Investment Property	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026	29,026
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Right of Use Assets	26	68	96	109	107	90	57	53	47	14
<b>Total Non-Current Assets</b>	<b>1,643,957</b>	<b>1,651,698</b>	<b>1,657,764</b>	<b>1,662,629</b>	<b>1,666,228</b>	<b>1,668,564</b>	<b>1,669,635</b>	<b>1,669,487</b>	<b>1,668,088</b>	<b>1,665,414</b>
<b>Total Assets</b>	<b>1,917,196</b>	<b>1,938,590</b>	<b>1,959,464</b>	<b>1,977,245</b>	<b>1,993,316</b>	<b>2,009,462</b>	<b>2,026,274</b>	<b>2,042,452</b>	<b>2,056,838</b>	<b>2,071,498</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	(29,239)	(29,354)	(29,990)	(29,429)	(28,965)	(28,187)	(28,771)	(29,367)	(30,111)	(30,600)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	0	0
Unexpended Operating Grants	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Unexpended Capital Grants	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Accruals & Provisions	(17,017)	(18,043)	(18,439)	(18,986)	(19,549)	(20,130)	(20,728)	(21,344)	(21,978)	(22,631)
<b>Total Current Liabilities</b>	<b>(54,300)</b>	<b>(55,441)</b>	<b>(56,473)</b>	<b>(56,459)</b>	<b>(56,558)</b>	<b>(56,361)</b>	<b>(57,543)</b>	<b>(58,755)</b>	<b>(60,089)</b>	<b>(61,231)</b>
<b>Non-Current Liabilities</b>										
Lease Liabilities	20	(34)	(88)	(142)	(196)	(250)	(304)	(408)	(581)	(710)
<b>Total Non-Current Liabilities</b>	<b>20</b>	<b>(34)</b>	<b>(88)</b>	<b>(142)</b>	<b>(196)</b>	<b>(250)</b>	<b>(304)</b>	<b>(408)</b>	<b>(581)</b>	<b>(710)</b>
<b>Total Liabilities</b>	<b>(54,280)</b>	<b>(55,475)</b>	<b>(56,561)</b>	<b>(56,601)</b>	<b>(56,754)</b>	<b>(56,611)</b>	<b>(57,847)</b>	<b>(59,163)</b>	<b>(60,670)</b>	<b>(61,941)</b>
<b>Net Assets</b>	<b>1,862,916</b>	<b>1,883,115</b>	<b>1,902,903</b>	<b>1,920,644</b>	<b>1,936,562</b>	<b>1,952,851</b>	<b>1,968,427</b>	<b>1,983,289</b>	<b>1,996,168</b>	<b>2,009,557</b>
<b>EQUITY</b>										
Retained Earnings	(1,525,856)	(1,546,055)	(1,565,843)	(1,583,584)	(1,599,502)	(1,615,791)	(1,631,367)	(1,646,229)	(1,659,108)	(1,672,497)
Revaluation Reserve	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)	(337,060)
<b>Total Equity</b>	<b>(1,862,916)</b>	<b>(1,883,115)</b>	<b>(1,902,903)</b>	<b>(1,920,644)</b>	<b>(1,936,562)</b>	<b>(1,952,851)</b>	<b>(1,968,427)</b>	<b>(1,983,289)</b>	<b>(1,996,168)</b>	<b>(2,009,557)</b>

<b>Model 3</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>Statement of Cash Flows</b>	<b>BUDGET</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
<b>Cash Flows from Operating Activities</b>										
<b>Receipts</b>										
Rates and Annual Charges	129,929	139,086	142,277	145,263	148,308	151,419	154,593	157,836	161,148	164,528
User Fees and Charges	17,032	16,684	16,953	17,346	17,746	18,154	18,572	18,998	19,434	19,880
Grants and Contributions - Operating	12,610	12,994	13,316	13,623	13,938	14,258	14,586	14,921	15,265	15,617
Cash Received in year but not recognised as Revenue	500	500	500	500	500	500	500	500	500	500
Cash Received in previous year recognised as Income in Current Year	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Other	14,444	14,889	15,263	15,616	15,977	16,343	16,720	17,104	17,497	17,900
<b>Payments</b>										
Employee Benefits and On-Costs	(67,841)	(72,147)	(74,383)	(76,451)	(78,721)	(81,058)	(83,466)	(85,946)	(88,499)	(91,129)
Materials and Services	(75,555)	(82,909)	(84,296)	(87,432)	(90,435)	(91,694)	(92,422)	(94,547)	(97,837)	(99,083)
Other Expenses	(4,783)	(4,013)	(4,195)	(4,305)	(4,403)	(4,505)	(4,608)	(4,716)	(4,825)	(4,933)
Borrowing Costs	(1)	(1)	(2)	(3)	(4)	(4)	(5)	(7)	(9)	(11)
<b>Net Cash from Operating Activities</b>	<b>25,835</b>	<b>24,583</b>	<b>24,933</b>	<b>23,657</b>	<b>22,406</b>	<b>22,913</b>	<b>23,970</b>	<b>23,643</b>	<b>22,174</b>	<b>22,769</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Investment and Interest Revenue Received	8,889	7,428	7,331	6,505	6,563	6,878	7,222	7,593	7,971	8,358
Grants and Contributions - Capital	20,020	20,621	21,116	21,602	22,098	22,606	23,126	23,658	24,202	24,759
Cash Received in year but not recognised as Revenue	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Cash Received in previous year recognised as Income in Current Year	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Proceeds from Sale of Assets	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
<b>Payments</b>										
Capital Works and Purchase of Fixed Assets	(39,835)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Lease Payment (Principal) on Right of Use Assets	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
<b>Net Cash from Investing Activities</b>	<b>(9,772)</b>	<b>(10,797)</b>	<b>(10,399)</b>	<b>(10,739)</b>	<b>(10,185)</b>	<b>(9,362)</b>	<b>(8,498)</b>	<b>(7,595)</b>	<b>(6,673)</b>	<b>(5,729)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
New Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Payments</b>										
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0
<b>Net Cash from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase / (Decrease) in Cash and Cash Equivalents</b>	<b>16,063</b>	<b>13,786</b>	<b>14,534</b>	<b>12,918</b>	<b>12,221</b>	<b>13,551</b>	<b>15,472</b>	<b>16,048</b>	<b>15,501</b>	<b>17,040</b>
Cash and Cash Equivalents - Beginning of the Year	244,858	260,921	274,707	289,241	302,159	314,380	327,931	343,403	359,451	374,952
<b>Cash and Cash Equivalents - End of the Year</b>	<b>260,921</b>	<b>274,707</b>	<b>289,241</b>	<b>302,159</b>	<b>314,380</b>	<b>327,931</b>	<b>343,403</b>	<b>359,451</b>	<b>374,952</b>	<b>391,992</b>

Model 3	Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Key Performance Indicators		BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Operating Performance Ratio</b> <i>(Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)</i>	0%	0.8%	-0.5%	-1.0%	-2.2%	-3.3%	-3.3%	-3.8%	-4.3%	-5.4%	-5.3%
<b>Own Source Revenue Generated (w/o Grant income)</b> <i>(Measures Council's dependence on Grants income)</i>	> 80%	83.9%	84.1%	84.1%	84.0%	84.0%	84.0%	83.9%	83.9%	83.9%	83.9%
<b>Unrestricted Current Ratio</b> <i>(Measures Council's liquidity)</i>	> 1.5x	2.1	2.2	2.3	2.4	2.4	2.6	2.6	2.7	2.7	2.8
<b>Debt Service Cover Ratio</b> <i>(Measures Council's capacity to service debt)</i>	> 2.0x	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
<b>Capital Works &amp; Asset renewals</b> <i>(Measures Council's expenditure on renewal of assets in relation to the annual Depreciation charge)</i>	> 1.1x	0.7	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5
<b>Own Source Revenue Growth</b> <i>(Measures Council's increase of own source revenue)</i>	> 0%	10%	4%	2%	1%	2%	2%	2%	2%	2%	2%
<b>Debtor Days Outstanding - Rates</b>	< 30	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
<b>Debtor Days Outstanding - Other Debtors (net of Rates)</b> <i>(Measures Council's management of Debtors)</i>	< 30	41.0	40.0	40.0	39.0	39.0	39.0	39.0	39.0	39.0	40.0
<b>Debtor Collection Rate - Rates</b>	= > 100%	100.7%	99.8%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
<b>Debtor Collection Rate - Other Debtors (net of Rates)</b> <i>(Measures Council's Collection Rate of Debtors)</i>	= > 100%	98.8%	100.5%	99.7%	100.1%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
<b>Cash Coverage Ratio</b> <i>(Measures Council's Cash coverage of Expenditure)</i>	> 3 Mths	8.3	8.2	8.5	8.6	8.7	8.9	9.1	9.3	9.3	9.6
<b>Remaining Useful Life of Assets</b> <i>(Expressed as a % of Gross Cost of Assets)</i>	> 60%	62.0%	61.0%	59.9%	58.8%	57.7%	56.5%	55.3%	54.1%	52.9%	51.6%
<b>Repairs &amp; Maintenance as a % of WDV of Assets</b>	1%	0.5%	0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%
PARAMETERS		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate Peg		5.8%	5.8%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
SRV		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)		3.50%	3.00%	2.40%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Interest Rate		3.65%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Effective Interest Rate on Debtors		6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%
S&W Increases		3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Superannuation Accum		11.5%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%





## RESOURCING STRATEGY 2024/25

[www.georgesriver.nsw.gov.au](http://www.georgesriver.nsw.gov.au)



# Infrastructure Asset Management Policy

*Insert year approved*

## Policy administration

<b>Dates</b>	Policy approved <i>xx/xx/xxxx</i> (date to be added by Policy Specialist) This policy is effective upon its approval. Policy is due for review <i>xx/xxxx</i> (If a particular review date is required, please specify)
<b>Approved by</b>	Executive Team on <i>xx/xx/xxxx</i> (Delete below if Council approval is not required) Council Meeting <i>xx/xx/xxxx</i> Council Resolution <i>xxx</i>
<b>Policy Type</b>	<input type="checkbox"/> Executive Policy <input checked="" type="checkbox"/> Council Policy
<b>Exhibition Period</b>	<i>Include date of exhibition to the public or consultative committee, if relevant</i>
<b>Policy Owner</b>	Director, Assets and Infrastructure
<b>Related Documents</b>	IPWEA (Institute of Public Works Engineering Australasia) Asset Policy template IPWEA Practice Notes 1-5 for condition assessments IPWEA Financial Planning Guidelines International Infrastructure Management Manual (IIMM 2019 edition) NSW Public Spaces Charter Georges River Council Community Strategic Plan 2022-2032 Georges River Council Resourcing Strategy Georges River Council Delivery Program and Operational Plan Georges River Councils Asset Accounting Policy Georges River Councils Asset Management Plans Georges River Council Community Engagement Strategy
<b>References &amp; Legislation</b>	ISO 55000 – International ISO standards for Asset Management Australian Accounting Standards AASB 116/13/108/36 NSW Integrated Planning and Reporting (IP&R) Framework
<b>Document Identifier</b>	Policy #: <i>Allocated by Senior Policy Specialist once policy is approved (includes the version number)</i> Doc #: <i>Please enter CM9/Document identification number</i>

<b>Breaches of Policy</b>	Breaches of any policy will be dealt with and responded to in accordance with adopted codes and/or relevant legislation.
<b>Record Keeping</b>	All documents and information obtained in relation to the implementation of this policy will be kept in accordance with the NSW State Records Act 1998, Georges River Council's Corporate Records Policy and adopted internal procedures.

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## Purpose

This policy outlines the principles for managing Council's infrastructure assets. These principles ensure the responsible management of assets owned and/or administered by Council, in order to deliver sustainable social, environmental, and economic outcomes for the ongoing benefit of Georges River Council and our community.

Methodologies and processes adopted by the policy will conform to the NSW Integrated Planning and Reporting (IP&R) Framework.

## Scope

This policy applies to all infrastructure assets owned or administered by Georges River Council including transport, stormwater drainage, buildings and facilities, parks and open space, including marine assets, sports and recreation. This Policy applies to all Council Officials as defined in Council's [Code of Conduct](#).

This policy should be read in conjunction with Council's Asset Management Plans, and Council's Asset Management Strategy located within the Resourcing Strategy. Together, these documents form Georges River Council's Strategic Asset Management Framework (Figure 1).

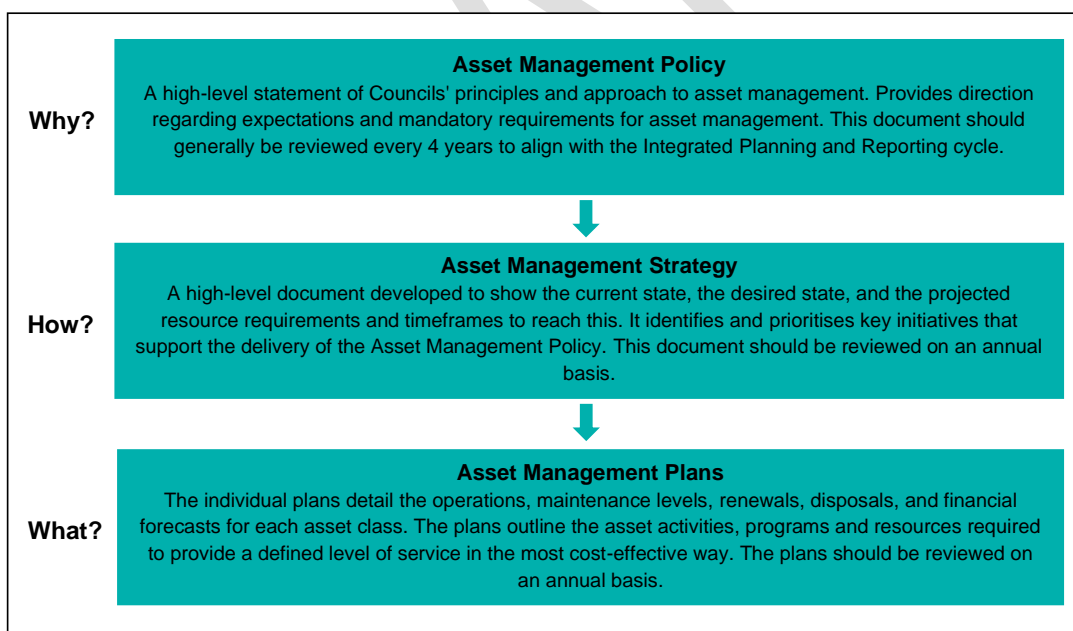


Figure 1: Georges River Council's Strategic Asset Management Framework

## Definition of Terms

Term	Meaning
<i>Asset Accounting Policy</i>	Outlines the principles for accounting for Council's assets, in line with the requirements of the Local Government Act and accounting standards.
<i>Asset Management Plan</i>	A document outlining the full physical and financial life cycle of an asset. This includes details of the asset components, asset values, depreciation rates, life cycle expectations, physical condition assessments, maintenance and renewal plans for the whole of the life of the asset. This Plan also highlights the strategic importance of the asset and contains an improvement plan.
<i>Asset Management Strategy</i>	A high-level action plan that gives effect to the asset management framework by documenting the approach to delivering on objectives and plans with supporting systems. The Strategy also includes a monitored improvement plan.  Georges River Council's Asset Management Strategy forms part of the annual Resourcing Strategy.
<i>Capital Expenditure</i>	Capital Expenditure is relatively large (material) expenditure, which has benefits that are expected to last for more than 12 months. Capital Expenditure includes renewal/replacement, expansion and upgrade.
<i>Capital New</i>	Expenditure on new works or acquisitions that create an asset that currently does not exist in any shape or form.
<i>Disposal</i>	Asset disposal is the removal of an asset from the company's records. The asset disposal may be a result of several events: an asset is fully depreciated and must be disposed of, or an asset is sold at a gain/loss because it is no longer useful or needed.
<i>Financial Sustainability</i>	The financing of the full life cycle costs, over a minimum 10-year period of Council's assets so as to not unreasonably burden future generations or unreasonably reduce the service levels for future generations.
<i>Infrastructure Asset</i>	An infrastructure asset by its nature provides value to the community and/or enables the community to function or allows a service to be provided, e.g., roads, traffic facilities, footpaths, drains, parks, sports fields, libraries, community centres etc.
<i>Maintenance Expenditure</i>	Maintenance Expenditure is proactive and or reactive expenditure on the asset, which is periodically or regularly required as part of the anticipated schedule of works. It is required to ensure that the asset achieves its useful life.

<i>NSW Public Spaces Charter</i>	The NSW Public Spaces Charter has been developed to support the planning, design, management and activation of public spaces in NSW. It identifies 10 principles for quality public space, developed through evidence-based research and discussions with public space experts and community members.
<i>Renewal</i>	Expenditure on an existing asset which returns the service function or the life of the asset back to its original condition or modern-day equivalent.
<i>Renewal Gap</i>	The difference between the organisation's current renewal funding and the required renewal demand.
<i>Resourcing Strategy</i>	The long-term resources required to achieve the objectives established by the Community Strategic Plan. The Strategy will include provision for long-term financial planning, workforce management planning and asset management planning.
<i>Upgrade</i>	Expenditure on an existing asset which enhances and/or improves its function and as a consequence provides a higher level of service.
<i>Useful life</i>	a) the period over which an asset is expected to be available for use by an entity; or b) the number of production or similar units expected to be obtained from the asset by an entity.

## Policy Statement

### 1. Policy Principles

To ensure the responsible management of assets owned and/or administered by Council, the following principles will guide decision making and standardise asset management practices:

- 1.1. Life Cycle Management – Assets will be effectively and efficiently managed through the course of their life cycle, through planning, acquisition, operation, maintenance, renewal, and disposal.
- 1.2. Evidence Based Decision Making – Asset related decisions will be informed by up-to-date data and overseen by appropriately trained Council Officers.
- 1.3. Sustainable Financial Management – Financial decisions in relation to asset management will account for the long-term and cumulative consequences and best value practices in the context of the Long-Term Financial Plan.
- 1.4. Stakeholder Engagement – The community and other key stakeholders are to be engaged in the determination of future needs and levels of service.

- 1.5. Risk Management – Council will take a risk management approach to its asset inventory, ensuring that funding is allocated to assets with a higher strategic risk ranking as a priority.
- 1.6. Place-based approach – Council will consider the unique situation of the place and the infrastructure which supports its purpose.
- 1.7. Culture of Responsible Asset Management – Asset management is accepted as a whole of Council responsibility. Specific roles and responsibilities will be defined and monitored for effectiveness. Council Officials with asset management responsibilities will be trained and supported to carry out asset management functions in line with the Asset Management Policy.
- 1.8. Prioritise Asset Renewal – Council will adhere to a ‘renew before new’ approach brought by a centralised Asset Management function, working closely with Council’s Finance function, and overseen by the Asset Management Steering Committee, Executive Team, and Council.

## 2. Policy Objectives

To ensure Council can meet the purpose statement of this policy, Council is committed to ensuring:

- 2.1. All assets have an identified strategic purpose aligned to the Community Strategic Plan and State and Regional Planning. This ensures that assets that Council owns and administers clearly align to service delivery commitments. A critical part of the strategic alignment is ensuring adequate supply of assets which are adaptive to future growth, environmental changes, and economic impacts. These factors will be managed through specific Council strategies and plans including the 10-year Asset Management Plans.
- 2.2. The long-term financial sustainability of an asset. This will be done by ensuring the asset inventory is not increased or upgraded without considering the impact on Council’s ability to fund future maintenance and renewal.
- 2.3. An infrastructure asset register is in place that is fit for purpose and contains accurate and comprehensive information. The register is maintained and informed by cyclic condition assessments and routine and/or ad hoc inspections by trained Council Officers and/or contractors.
- 2.4. Assets owned or administered by Georges River Council will be managed and accounted for, as per:
  - Legislative requirements in NSW as applicable to specific assets, for example Disability Discrimination Act compliance;



- Guidance provided by IPWEA Practice Notes (Institute of Public Works Engineering) and the International Infrastructure Management Manual (IIMM);
- Integrated Planning and Regulatory Reporting requirements;
- NSW Accounting and reporting requirements as per Australian Accounting Standards (AASB 116/13/136/145); and
- The life cycle approach where the total life cycle cost of all assets is taken into consideration when building and maintaining assets.

2.5. Active engagement with stakeholders to inform asset decisions. Stakeholder consultation will inform asset and service planning. Stakeholders will include, but not be limited to, our community, internal stakeholders and councillors, reference groups, peak bodies, state and federal government, industry experts and other local governments. This engagement will be guided by Council's Community Engagement Policy.

2.6. A place-based approach to asset management. This will involve consideration of the unique value of the place and the infrastructure which supports its purpose. This approach will consider the NSW Public Spaces Charter 10 key principles of:

- Open and welcoming
- Community focused
- Culture and creativity
- Local character and identity
- Green and resilient
- Healthy and active
- Local business and economies
- Safe and secure
- Designed for place, and
- Well- managed

2.7. A business improvement approach to asset management. Council will strive for improved asset management practices and systems. Improvements will include but not be limited to, improvement plans contained in Asset Management Plans with actions and responsibilities assigned, asset management courses available to relevant staff and investment into asset management systems.

## Responsibilities

Position	Responsibility
Mayor and Councillors	<ul style="list-style-type: none"> <li>• Support effective asset management and decision making through adherence to strategic plans, programs and policies of Council.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide assets that deliver sustainable services to the community that justify the costs of owning and operating these assets.</li> </ul>
<i>General Manager</i>	<ul style="list-style-type: none"> <li>• Has overall responsibility for developing infrastructure asset management systems, policies, procedures, and financial models.</li> <li>• Reporting on the status and effectiveness of asset management.</li> </ul>
<i>Executive Team</i>	<ul style="list-style-type: none"> <li>• To foster and support the cross-functional Asset Management.</li> <li>• To ensure that accurate and reliable information is presented to Council for decision-making.</li> <li>• To ensure that adequate resources (staff, systems, and materials) are provided to implement the Asset Management Strategy and Asset Management Plans.</li> <li>• To ensure there is training and capacity built into the human resources involved with Asset Management.</li> </ul>
<i>Asset Management Steering Committee</i>	<ul style="list-style-type: none"> <li>• Technical review of policies, strategies, and guidelines regarding asset management.</li> <li>• Review and monitor the preparation and implementation of Asset Management Plans.</li> <li>• Review existing asset management practices, procedures, and systems.</li> <li>• Technical advisory role to assist in the development of capital works programs where there is a renewal or upgrade component.</li> <li>• Monitor the implementation of recommendations from the Asset Management Assessment – Morrison Low report.</li> <li>• Advocate on behalf of Council to NSW Government regarding asset management matters.</li> <li>• Act upon Audit Office of NSW Management letter items.</li> <li>• Provide input on technical feasibility, financial implication of capital works items.</li> </ul>
<i>Management Team</i>	<ul style="list-style-type: none"> <li>• Provide oversight and governance in alignment to Asset Management Plans.</li> <li>• Be informed of and advocate for effective asset management practices.</li> <li>• Participate in asset management discussions and improvement activities for assets within their service portfolio.</li> </ul>

<i>Asset Management Coordinator and Asset Engineers</i>	<ul style="list-style-type: none"> <li>• Management of Councils Infrastructure Asset portfolio.</li> <li>• Delivery of the Asset Management Plans.</li> <li>• Ensure a place-based approach is considered.</li> <li>• Undertake asset condition assessments.</li> <li>• Recommend capital works programs and adequate operational and maintenance expenditure.</li> </ul>
<i>Council Officers</i>	<ul style="list-style-type: none"> <li>• Provide technical operational expertise to inform asset management decisions.</li> </ul>

#### Version Control and Change History

Version	Amendment Details	Policy Owner	Period Active
1.0	Asset Management Policy	Director Assets and Infrastructure	Xx/xx/xxxx

Form Code	Councillor Name requesting funding	Class of application	Legal name	Trading name	ABN	A/ROC Registered	Incorporated Entity	Registered for GST	Intended purpose of funding	Event project date	Amount of funding requested	Declaration of conflict of interest	Community Group	Does the applicant meet the eligibility requirement	History of previous application
CWT 62/23-24	Not Eligible	Individual (Max \$2,000)	Moving Forward CFE Case Management Service Inc.	Moving Forward CFE Case Management Service Inc.	74844815123	Yes	499748	Yes	Purchase new equipment for staff usage as equipment requires updating	12-03-2024	1500	No conflict of interest	Moving Forward is a not for profit, NGO funded by CFE to support women and children experiencing, including, to have safe, secure partner and family violence and abuse, that support is not one limited to we can support the funding is coming from the trauma of abuse.		
CWT 63/23-24	Veronica Faura	Community Group (Max \$2,000)	RT GROUP	RT - Peakhurst Retirement Village Residents and Friends Association	52000725536	Yes	728536	Yes	ICT/AV/Tv equipment for use at future social gatherings	01-05-2024	1500	No conflict of interest	Two years ago the "COBBERS" group was formed under the umbrella of the RT - Peakhurst Retirement Village Residents and Friends Association. COBBERS is a men's group to encourage men to meet and share their experiences and to address social isolation and loneliness amongst men.	The provision of funds to the Humble Community Group aligns with Council's Community Strategic Plan - Pillar 1.1.3 Diversity, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious backgrounds.	9/7/2019
CWT 64/23-24	Peter Mahoney	Community Group (Max \$2,000)	Lugarno Progress Association Incorporated	Lugarno Progress Association	1122887584	No	1	No	Printing of association's newsletter	01-05-2024	612.50	No conflict of interest	"The Lugarno Progress Association (LPA) is a 501-year-old, not-for-profit, sports and recreation association which advocates on behalf of Lugarno residents to prepare or improve for its residents the amenities and environment of our suburb. Lugarno is a strong community with over 1500 residents proud of the physical attributes of our beautiful suburb and indigenous heritage. The main objective of the LPA is to be the best interests of the residents and residents of Lugarno, consistent with its motto: 'Lugarno, Naturally Beautiful.' (From February 2014 newsletter)"	The provision of funds to the Humble Community Group aligns with Council's Community Strategic Plan - Pillar 1.1.3 Diversity, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious backgrounds.	24/4/2013 and 22/4/2013
CWT 65/23-24	Not Eligible	Community Group (Max \$2,000)	Kingsway Community Care Inc	Platform Nine	81302792536	No	589491	Yes	Bridgeage funding to clients experiencing 'Domestic and family violence and homelessness in Georges River LGA. Funding will be used to purchase vouchers for food, petrol and transport	06-01-2024	2000	No conflict of interest	Platform Nine provides Crisis accommodation in the Georges River area to people who are experiencing Domestic and family violence and/or homelessness.	The provision of funds to the Humble Community Group aligns with Council's Community Strategic Plan - Pillar 1.1.3 Diversity, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious backgrounds.	24/7/2012, 28/7/2013 and 24/9/2023
CWT 66/23-24	Christina Jansson	Community Group (Max \$2,000)	3 Bridges	3 Bridges Mordialloc Dementia Care	96079602389	Yes	0	Yes	Program resources and services supporting community members living with mild to severe dementia. 3 Bridges Mordialloc Dementia Care offers practical, emotional and social support to people living with mild to moderate dementia and their family carers. The level of support provided at Mordialloc Dementia Care enables people living with dementia and their families to adjust to the condition and continue to live life with dementia. Family carers participate alongside the person living with dementia in the form of information sessions, and discussion groups or one-on-one support. In therapeutic practice of emotional and social aspects of dementia care. Examples of resources and services include, but not limited to, art therapy, music, music therapy sessions, exercise, gardening resources, hand-painted items, board games, puzzles, physical games such as board and table tennis.	15-05-2024	1500	No conflict of interest	Dementia Support Group	The provision of funds to the Humble Community Group aligns with Council's Community Strategic Plan - Pillar 1.1.3 Diversity, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious backgrounds.	26/4/2012 and 26/6/2012
CWT 67/23-24	Not Eligible	Community Group (Max \$2,000)	Georges River Life Care Limited	Georges River Life Care	41293074071	No	0	Yes	Community Relief Centre Toilet/Benches	15-05-2024	1560	No conflict of interest	Community Connect	The provision of funds to the Humble Community Group aligns with Council's Community Strategic Plan - Pillar 1.1.3 Diversity, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious backgrounds.	
CWT 68/23-24	Nancy Liu	Community Group (Max \$2,000)	St George & Sutherland Shire Table Tennis Association	At Above	23117285701	No		No	Senior Active Table Tennis Program	06-06-2024	500	No conflict of interest	Grassroots sporting Organization for community to encourage all age members participating in table tennis practice and competition to improve sport skills and social connections/wellfare based at Johnny Warren Stadium in Hurstville	The provision of funds to the Humble Community Group aligns with Council's Community Strategic Plan - Pillar 1.1.3 Diversity, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious backgrounds.	



CWT 59/23-24	Peter Mahoney	Individual (Max \$2,000)	Lugarno Progress Association Incorporated	Lugarno Progress Association	1127081394	No	1	No	Plans for National Tree Day (see schedule)	26-07-2024	1000	No conflict of interest	The Lugarno Progress Association (LPA) is a 100-year old, not for profit, apolitical community association which advocates on behalf of Lugarno residents to generate or improve for its residents, the amenity and environment of the suburb. Lugarno is a thriving community with over 1800 residents, our gemstone suburbs and indigenous heritage. The main objective of the LPA is to act in the best interests of our ratepayers and residents of Lugarno, consistent with its motto - 'Lugarno, naturally beautiful'. From February, 2024 newsletter.)	The provision of funds to the Murriumbidgee Community Group aligns with Council's Community Strategic Plan - Page 3.4.5. Encourage and promote heritage and history through collections, programs, heritage trails and protection policies.	22/9/2023 and 24/10/2023
CWT 70/23-24	Ashwin Ambalagopal	Community Group (Max \$2,000)	Anglican Parish of Frankston/Mordialupa	CHRIST CHURCH MORTDALE	11101418611	Yes			For our youth group we had church congregations, particularly for safe events and child protection, they need to check people into their 'worth'. To record attendance and create name tags. Since the church is growing, having 5 persons to check everyone is a time consuming and often people skip the queue and consequently don't get checked in. The way it works is by check in through the service desk which then prints a name tag label. Currently we only have 1 device for this at Mortdale and they are looking to get a second device to label people through the grant so people can do self check in as well as our volunteers using the second device to process guests, new comers, families with children etc. This will greatly improve our procedures and maintain safety.	16-06-2024	1000	No conflict of interest	Local parish that provides a church service, youth group, music groups and community events.	The provision of funds to the Murriumbidgee Community Group aligns with Council's Community Strategic Plan - Page 3.4.5. Develop, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious background.	
CWT 71/23-24	Kathryn Lamberty	Community Group (Max \$2,000)	Oatley Flora and Fauna Conservation Society	Oatley Flora and Fauna Conservation Society	8051271725	No		No	Plants consisting of native grasses, rushes and groundcover at \$2.20 each. In 2023 the Greater Sydney Landcare Network (SLN) launched the "Cracking Canopies" project which aims to plant 200,000 native trees across Greater Sydney during 2023, 2024 and 2025. This year, as part of the "Cracking Canopies" project, Oatley Flora and Fauna Conservation Society in collaboration with Georges River Council and CSRA, agreed several planting projects including Bower Park (13 April), Henry Lawson Reserve and other sites. All of the upcoming plantings in 2024 will only include canopy species of local native trees and large shrubs. It would be ideal to supplement these plants with lower vegetation, for example, native grasses, rushes and groundcover to enhance the biodiversity of each site and improve the habitat potential of the plantings.	01-05-2024	1000	No conflict of interest	Oatley Flora & Fauna Conservation Society work to protect, conserve and enhance the natural environment locally and globally.	The provision of funds to the Murriumbidgee Community Group aligns with Council's Community Strategic Plan - Page 2.2.3. Protect Georges River and waterways for the clean and naturalised.	24/10/2023 and 12/01/2024
CWT 72/23-24	Kathryn Lamberty	Community Group (Max \$2,000)	Carrs Park Community Garden	Carrs Park Community Garden		No		No	Gardening equipment including mower, battery, trowel, and gardening tools	01-05-2024	600	A non-significant non-prestigious service)	Carrs Park Community Garden was established in 2007 on the site of the former Carrs Park Bowling Club. The garden has been developed by local volunteers and includes a modern River and waterways to be clean and healthy to the lake shore. Once shared, naturalised garden beds, 20 individual garden beds, four raised vegetable garden beds, a long pond, herb spiral, a variety of orchard trees and rain water tanks.	The provision of funds to the Murriumbidgee Community Group aligns with Council's Community Strategic Plan - Page 2.2.3. Protect Georges River and waterways to be clean and naturalised.	
CWT 73/23-24	Neil Elgible	Community Group (Max \$2,000)	Zonta Club of Botany Bay Inc	Zonta Club of Botany Bay Inc	23602011394	Yes	200242	No	Zonta Botany Bay Care Centre - 1000 callous per annum are given and distributed to local households. The demand for these callous is increasing. *Standardisation Support Network - Zonta Club of Botany Bay uses and distributes approximately 50 callous per annum to support families in need, and for women and young children experiencing domestic violence. *Clubs for Girls - young working girls of older women meet together to make reusable menstrual shields and donating callous bags for girls. This is an important project to reduce social inequality for these women, as well as for the support for disadvantaged girls. *Breast Care Centre - 100 packs @ \$45.00 (300 callous and 30000) *450.00 *Standardisation - Quilt making for 50 (not included) \$40.00 *Quilt making stand for fund raising events in which quilts are raffled \$30.00 *Quilts and Bags for Girls in need callous fabric \$100.00	13-05-2024	1040	No conflict of interest	The Zonta Club of Botany Bay Inc is part of Zonta International and as with all clubs, aligns its objectives with Zonta International's building a better world for women and girls. The Zonta Club of Botany Bay implements a variety of projects to achieve these objectives in our local community. These projects include: *the sewing, filling and distribution of breast care callous for women who have undergone surgery for breast cancer; *the Club works closely with a range of other organisations in our local area including Rockaburra a RSL, *Partners & Moving Forward and Project Youth providing financial and resource support. *Club members volunteer scholarships for three young local women who have experienced financial hardship; *implements the Zonta International Young Women in Public Affairs	The provision of funds to the Zonta Club of Botany Bay Inc aligns with Council's Community Strategic Plan - Page 3.1.3. Develop, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious background.	

CW 74/23-24	Ashwin Ambikagopal	Community Group (Mar 52,000)	Lugarno Progress Association Incorporated	Lugarno Progress Association	11226857884	No	Plans for Rationale Tree Day (for school)	24-01-2024	1000	No conflict of interest	"The Lugarno Progress Association (LPA) is a 100-year-old, not-for-profit, apolitical, volunteer association which advocates on behalf of Lugarno residents to preserve or improve for its residents, the amenity and environment of the suburb. Lugarno is a thriving community with over 5000 residents, situated on the physical attractions of our picturesque suburb and Indigenous heritage. The main objective of the LPA is to act in the best interests of our citizens and residents of Lugarno, consistent with its motto: 'Lugarno: naturally beautiful.' (from February 2024 newsletter)"	The provision of funds to the Hurstville Community Group aligns with Council's Community Strategic Plan - Pillar 3.4.1. Encourage and promote heritage and history through collections, programs, heritage trails and protection policies.	12/7/2023 and 24/4/2023
CW 75/23-24	Ashwin Ambikagopal	Community Group (Mar 52,000)	Carey Flora and Fauna Conservation Society	Carey Flora and Fauna Conservation Society	80511273125	No	lands consisting of native grasses, rushes and groundcover at 52-55 each in 2023 the Greater Sydney Landcare Network (GSLN) launched the "Treating Country" project which aims to plant 200,000 native trees across Greater Sydney during 2023, 2024 and 2025. This year, as part of the "Treating Country" project, Carey Flora and Fauna Conservation Society in collaboration with Georges River Council and GSLN, agreed several planting projects including Bushy Park (31 April), Henry Lawson Reserve and other sites. All of the upcoming plantings in 2024 will only include canopy species of local native trees and large shrubs. It would be ideal to supplement these plants with lower vegetation, for example, native grasses, rushes and groundcover to enhance the biodiversity of each site and improve the habitat potential of the plantings.	01-05-2024	784	No conflict of interest	Carey Flora & Fauna Conservation Society work to protect, conserve and enhance the natural environment locally and globally.	The provision of funds to the Hurstville Community Group aligns with Council's Community Strategic Plan - Pillar 2.2.3 Protect Georges River and waterways to be clean and naturalised.	

## Nickie Paraskevopoulos

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**From:** eForms  
**Sent:** Tuesday, 9 April 2024 6:25 PM  
**To:** Claudine Stamos; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Veronica Ficarra  
  
**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 63/23-24
2. **Name of Councillor Requesting funding:** Veronica Ficarra
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** IRT GROUP
6. **Trading name:** IRT - Peakhurst Retirement Village Residents and Friends Association
7. **Registered for GST:** Yes
8. **ACNC Registered:** Yes
9. **ABN:** 52000726536
10. **Incorporated Entity:** 726536
11. **Intended purpose of funding:** ICT/AV/TV equipment for use at future social gatherings
12. **Event/project date:** 01-05-2024
13. **Amount of funding requested (Max \$2,000):** 1500
14. **Contact Name:** Lyndon Mitchell
15. **Phone number:** 411284964
16. **Mobile:** 411284964
17. **Email:** lyndon.mtchll@gmail.com
18. **Website:**

19. Street: 1/19 Eucalyptus Street

20. Suburb: Peakhurst

21. State: New South Wales

22. Postcode: 2210

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: Two years ago the "COBBERS" group was formed under the umbrella of the IRT - Peakhurst Retirement Village Residents and Friends Association. COBBERS is a men's group to encourage men to meet and share their experiences and to address social isolation and loneliness amongst men.





## ABN Lookup

### Current details for ABN 52 000 726 536

#### ABN details

Entity name:	ILLAWARRA RETIREMENT TRUST
ABN status:	Active from 09 Jun 2000
Entity type:	Australian Public Company
Goods & Services Tax (GST):	Registered from 01 Jul 2000
Main business location:	NSW 2500

#### Australian Charities and Not-for-profits Commission (ACNC)

ILLAWARRA RETIREMENT TRUST is registered with the Australian Charities and Not-for-profits Commission (ACNC) [as follows](#):

##### ACNC registration

Registered as a charity [view ACNC registration](#)

##### From

03 Dec 2012

#### Business name(s)

##### Business name

MARCO POLO UNANDERRA CARE SERVICES [as follows](#)

MARCO POLO WOONONA CARE SERVICES [as follows](#)

Okay Today [as follows](#)

AGE MATTERS [as follows](#)

Thomas Holt [as follows](#)

Shire Retirement Living [as follows](#)

IRT Aged Care Centres [as follows](#)

IRT Home Care [as follows](#)

IRT Retirement Villages [as follows](#)

EUROBODALLA NURSING SERVICE [as follows](#)

MERIMBULA HOME NURSING SERVICE [as follows](#)

IRT Academy [as follows](#)

IRT Foundation [as follows](#)

IRT Berala on the Park [as follows](#)

IRT Woodlands [as follows](#)

IRT Berala [as follows](#)

IRT Group [as follows](#)

IRT Parklands [as follows](#)

IRT The Palms [as follows](#)

##### From

03 Aug 2023

03 Aug 2023

05 Dec 2019

11 Oct 2019

05 Aug 2019

26 Jul 2019

20 Sep 2018

20 Sep 2018

20 Sep 2018

30 Aug 2018

30 Aug 2018

25 Jul 2017

13 Feb 2015

04 Dec 2014


13 Nov 2014

05 Nov 2014

24 Jan 2013

24 Jan 2013

24 Jan 2013

IRT The Ridge 	24 Jan 2013
IRT CATERING 	24 Apr 2012
IRT COLLEGE 	17 Aug 2010

### Trading name(s)

From 1 November 2025, ABN Lookup will not display trading names and will only display registered business names. For more information, click [help](#).

Trading name	From
ILLAWARRA RETIREMENT TRUST	09 Jun 2000
ILLAWARRA RETIREMENT TRUST	10 Jun 2000

### ASIC registration - ACN or ARBN or ARSN or ARFN

000 726 536 View record on the ASIC website 

### Charity tax concession status

ILLAWARRA RETIREMENT TRUST is a Public Benevolent Institution endorsed to access the following tax concessions:

Tax concession	From
GST Concession	01 Jul 2005
FBT Exemption	01 Jul 2005
Income Tax Exemption	01 Jul 2000

### Deductible gift recipient status

ILLAWARRA RETIREMENT TRUST is endorsed as a Deductible Gift Recipient (DGR) from **01 Jul 2000**. It is covered by **Item 1** of the table in section 30-15 of the *Income Tax Assessment Act 1997*.

#### Important

Please read [Deductible Gift Recipient \(DGR\)](#) information before making a gift.

ABN last updated: 03 Aug 2023

Record extracted: 10 Apr 2024

### Disclaimer

The Registrar makes every reasonable effort to maintain current and accurate information on this site. The Commissioner of Taxation advises that if you use ABN Lookup for information about another entity for taxation purposes and that information turns out to be incorrect, in certain circumstances you will be protected from liability. For more information see [disclaimer](#).

### Warning Statement

If you use ABN Lookup for information about a person or entity that provides financial or investment products or advice, make sure they have an Australian Financial Services (AFS) licence. You can check licenced professional registers [here](#).

# ILLAWARRA RETIREMENT TRUST

## Charity details

**ABN:**

[52000726536](#)

**Address:**

L 3 77 Market St  
Wollongong  
NSW, 2500, Australia

**Email:**

[customerservice@irt.org.au](mailto:customerservice@irt.org.au)

**Address For Service email:**

[headoffice@irt.org.au](mailto:headoffice@irt.org.au)

**Website:**

[irt.org.au](http://irt.org.au)

**Charity Size:**

Large

**Who the charity helps:**

Aboriginal and Torres Strait Islander people  
Adults - aged 25 to under 65  
Adults - aged 65 and over  
Females  
Financially disadvantaged people  
Males  
People at risk of homelessness/ people experiencing homelessness  
People with chronic illness (including terminal illness)  
People with disabilities  
Veterans and/or their families

**Date established:**

31 December 1968

**Last reported:**

4 December 2023

**Next report due:**

31 December 2024

**Financial year end:**

30/06

## Summary of activities

IRT Group is a community-based seniors lifestyle and care provider servicing over 7900 customers across the Illawarra, NSW South Coast, Sydney, South East Queensland and Canberra. Our purpose is to improve the lives of older people, through our products and services and our social impact activities. We are committed to ensuring all seniors have access to quality lifestyle and care options. We aim to give customers choice and control, and exceptional experiences, and to deliver innovation that enriches their lives. Our three lifestyle and care divisions include: 1. IRT Home Care services to help older Australians stay in their home and maintain independence, health and wellbeing. In 22/23 we provided 243,513 hours of home care services supporting more than 3300 customers across our geographic footprint. 2. IRT Retirement Villages provides secure, relaxed and vibrant living. At 30 June 2023 we had 2009 villas or apartments in 29 Retirement Villages. 3. IRT Aged Care accommodation and care in a supportive and safe environment. At 30 June we had 1636 residential aged care places in 18 Care Centres. 4. IRT Group also operates IRT Catering, which produces more than 50,000 meals produced weekly, and IRT Academy, a centre of excellence for lifelong learning. As an initiative of IRT Group, Age Matters engaged the community to empower older people to live independent, purposeful and connected lives. Our vision is for no older people to be homeless, isolated or without purpose. In the 2022/23 FY, the Age Matters Team experienced an increase in demand for housing and homelessness services and assisted 293 clients to access housing and services, providing them with more than 8000 hours of support. Age Matters supports disadvantaged and vulnerable older people through: 1. Access to supported housing for older people who are homeless or at risk of homelessness 2. Linkage to relevant services, particularly for older people who face barriers to access services 3. Delivering programs to encourage social participation IRT Group, which has more than 2179 employees. We also have 164 volunteers, who play a significant role in helping to prevent social isolation.

## Charity programs

Residential Aged Care Centres  
Nursing homes

Retirement Villages  
Retirement housing

Home Care  
Home healthcare

Age Matters  
Shelter and residential care

## Where the charity operates

### States:

Australian Capital Territory  
New South Wales  
Queensland

### Countries:

Australia

## Using the information on the Register

Information on the Charity Register has been provided to the ACNC by charities. If information is not shown, this may be because it has not yet been provided. The ACNC may also approve information be withheld from the Charity Register in certain circumstances. [Read more about information on the Charity Register.](#)

## Financial overview

Financial information from the latest [AJS](#).

### Revenue

**Total revenue:** \$253,122,201.00

### Expenses

**Total expenses:** \$280,929,357.00



Search company and other registers Search business names register Search SMSF auditor register

Search

Within:

For:

## View Details



### Business Names

#### IRT Group ABN 52 000 726 536

##### Business Name Summary ?

**Business name:** IRT Group

**Status:** Registered

**Registration date:** 24/01/2013

**Renewal date:** 24/01/2025

**Cancelled date:**

**Cancellation under review:**

**Address for service of documents:** AHM Building Level 3 77 Market St WOLLONGONG NSW 2500

**Principal place of business:** AHM Building Level 3 77 Market St WOLLONGONG NSW 2500

**Holder(s) details:** **Holder Name:** [ILLAWARRA RETIREMENT TRUST](#)

**Holder Type:** Body Corporate

**ABN:** [52 000 726 536](#)

**Debtor representative(s):** not applicable

**Notified successor(s):** not applicable

**Regulator:** Australian Securities and Investments Commission

##### Former State/Territory registration details

**Former identifier:**

**Former State/Territory:**

[View Summary](#)

##### Information for purchase ?

Purchased information is delivered online unless otherwise specified. Payment by credit card only. ?

For more information about ASIC search products, please [visit our website](#).

##### Business names extract ?

Price

Current business name information

\$10.00

# ILLAWARRA RETIREMENT TRUST

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30/06

## Summary of activities

IRT Group is a community-based seniors lifestyle and care provider servicing over 7900 customers across the Illawarra, NSW South Coast, Sydney, South East Queensland and Canberra. Our purpose is to improve the lives of older people, through our products and services and our social impact activities. We re committed to ensuring all seniors have access to quality lifestyle and care options. We aim to give customers choice and control, and exceptional experiences, and to deliver innovation that enriches their lives. Our three lifestyle and care divisions include: 1. IRT Home Care services to help older Australians stay in their home and maintain independence, health and wellbeing. In 22/23 we provided 243,513 hours of home care services supporting more than 3300 customers across our geographic footprint. 2. IRT Retirement Villages provides secure, relaxed and vibrant living. At 30 June 2023 we had 2009 villas or apartments in 29 Retirement Villages. 3. IRT Aged Care accommodation and care in a supportive and safe environment. At 30 June we had 1636 residential aged care places in 18 Care Centres. 4. IRT Group also operates IRT Catering, which produces more than 50,000 meals produced weekly, and IRT Academy, a centre of excellence for lifelong learning. As an initiative of IRT Group, Age Matters engaged the community to empower older people to live independent, purposeful and connected lives. Our vision is for no older people to be homeless, isolated or without purpose. In the 2022/23 FY, the Age Matters Team experienced an increase in demand for housing and homelessness services and assisted 293 clients to access housing and services, providing them with more than 8000 hours of support. Age Matters supports disadvantaged and vulnerable older people through: 1. Access to supported housing for older people who are homeless or at risk of homelessness 2. Linkage to relevant services, particularly for older people who face barriers to access services 3. Delivering programs to encourage social participation IRT Group, which has more than 2179 employees. We also have 164 volunteers, who play a significant role in helping to prevent social isolation.

## Charity programs





Residential Aged Care Centres  
Nursing homes

Retirement Villages  
Retirement housing

Home Care  
Home healthcare

Age Matters  
Shelter and residential care

## Where the charity operates

### States:

Australian Capital Territory  
New South Wales  
Queensland

### Countries:

Australia

## Using the information on the Register

Information on the Charity Register has been provided to the ACNC by charities. If information is not shown, this may be because it has not yet been provided. The ACNC may also approve information be withheld from the Charity Register in certain circumstances. [Read more about information on the Charity Register.](#)

## Financial overview

Financial information from the latest [AIS](#).

### Revenue

**Total revenue:** \$253,122,201.00

### Expenses

**Total expenses:** \$280,929,357.00



## Nickie Paraskevopoulos

---

**From:** eForms  
**Sent:** Wednesday, 10 April 2024 2:07 PM  
**To:** Claudine Stamos; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Peter Mahoney

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 64/23-24
2. **Name of Councillor Requesting funding:** Peter Mahoney
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Lugarno Progress Association Incorporated
6. **Trading name:** Lugarno Progress Association
7. **Registered for GST:** No
8. **ACNC Registered:** No
9. **ABN:** 11226857384
10. **Incorporated Entity:** 1
11. **Intended purpose of funding:** Printing of association's newsletter
12. **Event/project date:** 15-05-2024
13. **Amount of funding requested (Max \$2,000):** 595 *632.50*
14. **Contact Name:** Ms J. Theophile
15. **Phone number:** 432288110
16. **Mobile:** 432288110
17. **Email:** contact@lugarnoprogress.org.au
18. **Website:** www.lugarnoprogress.org.au
19. **Street:** P.O. Box 4021
20. **Suburb:** Lugarno



21. State: New South Wales

22. Postcode: 2210

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: "The Lugarno Progress Association (LPA) is a 100-year-old, not-for-profit, apolitical volunteer association which advocates on behalf of Lugarno residents to preserve or improve for its residents, the amenity and environment of the suburb. Lugarno is a strong community with over 5900 residents, proud of the physical attractions of our peninsular suburb and indigenous heritage. The main objective of the LPA is to act in the best interests of the ratepayers and residents of Lugarno, consistent with its motto - Lugarno, naturally beautiful." (From February, 2024 newsletter.)

## Nickie Paraskevopoulos

---

**From:** Peter Mahoney  
**Sent:** Friday, 12 April 2024 12:45 PM  
**To:** Vicki McKinley; Kristie Dodd  
**Cc:** Nickie Paraskevopoulos; Marisa Severino; Elloise Brady; Ashvini Ambihaipahar  
**Subject:** Re: Councillor Ward Discretionary Fund - Peter Mahoney  
**Attachments:** 1000005112.jpg; 1000005113.jpg

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Vicki,

As LPA has now withdrawn its Micro Grant application, can you please process the Ward Fund application for the newsletter - noting the revised quote of \$632.50 (as attached)?

Thanks to you, Kristie and Elloise for sorting this out.

Peter

Get [Outlook for Android](#)

---

**From:** Peter Mahoney <pmahoney@georgesriver.nsw.gov.au>  
**Sent:** Friday, April 12, 2024 9:52:13 am  
**To:** Vicki McKinley <vmckinley@georgesriver.nsw.gov.au>  
**Cc:** Nickie Paraskevopoulos <NParaskevopoulos@georgesriver.nsw.gov.au>; Marisa Severino <MSeverino@georgesriver.nsw.gov.au>  
**Subject:** Re: Councillor Ward Discretionary Fund - Peter Mahoney

Hi Vicki,

I've explained the situation to Jasmine at LPA and she's willing to withdraw Micro-Grant application for textile recycling as it is a much lower priority than the CWDF application for the newsletter.

Please note that Ash and I have also agreed to do a joint application under the fund for National Tree Day.

Can LPA now withdraw the Micro-Grant application?

Thanks again,

Peter

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---

**From:** Vicki McKinley <vmckinley@georgesriver.nsw.gov.au>  
**Sent:** Wednesday, April 10, 2024 4:59:32 pm  
**To:** Peter Mahoney <pmahoney@georgesriver.nsw.gov.au>  
**Cc:** Nickie Paraskevopoulos <NParaskevopoulos@georgesriver.nsw.gov.au>; Marisa Severino

<MSeverino@georgesriver.nsw.gov.au>

**Subject:** Councillor Ward Discretionary Fund - Peter Mahoney

Hi Peter

I refer to your submission of Councillor Ward Discretionary Funding for Lugarno Progress Association. I can confirm that this group currently has an application under assessment with Council for:

One current application under assessment with Council for a Grant or Donation. This does not comply with 3.9 Conditions of Funding in the Councillor Ward Discretionary Fund Policy.

- a. Micro Grants 2023-2024 - MG 23-24 05 - Lugarno Textile Recycling

The Conditions of Funding for the Councillor Ward Discretionary Fund Policy state - in the second dot point below:

### 3.9 Conditions of Funding:

- Where the project is of an ongoing nature, Council will not be responsible for recurrent costs or ongoing maintenance;
- Community groups or individuals who are the successful recipient of funds through another Council program such as through the Grant and Donations Policy in the current financial year will not be eligible for consideration;

Please advise how you would like us to proceed.

---

**From:** eForms <[eforms@georgesriver.nsw.gov.au](mailto:eforms@georgesriver.nsw.gov.au)>

**Sent:** Wednesday, April 10, 2024 2:07 PM

**To:** Claudine Stamos <[cstamos@georgesriver.nsw.gov.au](mailto:cstamos@georgesriver.nsw.gov.au)>; Marisa Severino <[MSeverino@georgesriver.nsw.gov.au](mailto:MSeverino@georgesriver.nsw.gov.au)>; Nickie Paraskevopoulos <[NParaskevopoulos@georgesriver.nsw.gov.au](mailto:NParaskevopoulos@georgesriver.nsw.gov.au)>; Sue Matthew

<[smatthew@georgesriver.nsw.gov.au](mailto:smatthew@georgesriver.nsw.gov.au)>; Vicki McKinley <[vmckinley@georgesriver.nsw.gov.au](mailto:vmckinley@georgesriver.nsw.gov.au)>; Georges River Council Mail <[mail@georgesriver.nsw.gov.au](mailto:mail@georgesriver.nsw.gov.au)>; Georges River Council Mail <[mail@georgesriver.nsw.gov.au](mailto:mail@georgesriver.nsw.gov.au)>; Nickie Paraskevopoulos <[NParaskevopoulos@georgesriver.nsw.gov.au](mailto:NParaskevopoulos@georgesriver.nsw.gov.au)>; Elloise Brady <[ebrady@georgesriver.nsw.gov.au](mailto:ebrady@georgesriver.nsw.gov.au)>

**Subject:** Councillor Ward Discretionary Fund - Peter Mahoney

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 64/23-24
2. **Name of Councillor Requesting funding:** Peter Mahoney
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Lugarno Progress Association Incorporated
6. **Trading name:** Lugarno Progress Association
7. **Registered for GST:** No

8. ACNC Registered: No
9. ABN: 11226857384
10. Incorporated Entity: 1
11. Intended purpose of funding: Printing of association's newsletter
12. Event/project date: 15-05-2024
13. Amount of funding requested (Max \$2,000): 595
14. Contact Name: Ms J. Theophile
15. Phone number: 432288110
16. Mobile: 432288110
17. Email: [contact@lugarnoprogress.org.au](mailto:contact@lugarnoprogress.org.au)
18. Website: [www.lugarnoprogress.org.au](http://www.lugarnoprogress.org.au)
19. Street: P.O. Box 4021
20. Suburb: Lugarno
21. State: New South Wales
22. Postcode: 2210
23. Please enter Postal address:
24. Declaration of conflict of interest: No conflict of interest
25. Community Group: "The Lugarno Progress Association (LPA) is a 100-year-old, not-for-profit, apolitical volunteer association which advocates on behalf of Lugarno residents to preserve or improve for its residents, the amenity and environment of the suburb. Lugarno is a strong community with over 5900 residents, proud of the physical attractions of our peninsular suburb and indigenous heritage. The main objective of the LPA is to act in the best interests of the ratepayers and residents of Lugarno, consistent with its motto - Lugarno, naturally beautiful." (From February, 2024 newsletter.)



Vicki McKinley Manager, Office of the General Manager

Georges River Council  
Corner of MacMahon and Dora Streets  
Hurstville NSW 2220  
**Phone:** +61293306060  
**Mobile:** 0425 220 441  
**Email:** [vmckinley@georgesriver.nsw.gov.au](mailto:vmckinley@georgesriver.nsw.gov.au)  
[www.georgesriver.nsw.gov.au](http://www.georgesriver.nsw.gov.au)



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organisation delivering  
outstanding results for  
our community and city.**



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**Councillor Peter Mahoney - Peakhurst Ward**

PO Box 205, Hurstville BC NSW 1481  
M 0419 374 727  
E pmahoney@georgesriver.nsw.gov.au <http://www.georgesriver.nsw.gov.au>

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## ABN Lookup

### Current details for ABN 11 226 857 384

#### ABN details

Entity name:	LUGARNO PROGRESS ASSOCIATION Inc
ABN status:	Active from 09 Aug 2017
Entity type:	Other Incorporated Entity
Goods & Services Tax (GST):	Not currently registered for GST
Main business location:	NSW 2210

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 10 Aug 2017

Record extracted: 10 Apr 2024

#### Disclaimer

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#### Warning Statement

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## Nickie Paraskevopoulos

---

**From:** Elloise Brady  
**Sent:** Thursday, 11 April 2024 10:16 AM  
**To:** Marisa Severino; Nickie Paraskevopoulos  
**Subject:** RE: Councillor Ward Discretionary Fund - Christina Jamieson

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Marisa and Nickie,

3 Bridges Mindful Dementia Care have:

1. Not been the successful recipient of funds through any grant or donation program in the current financial year.
2. Not submitted an application under the Grants and Donations Policy.

Let me know if there are any questions.

Best,

Elloise

---

**From:** eForms <eforms@georgesriver.nsw.gov.au>  
**Sent:** Wednesday, April 10, 2024 5:02 PM  
**To:** Claudine Stamos <cstamos@georgesriver.nsw.gov.au>; Marisa Severino <MSeverino@georgesriver.nsw.gov.au>; Nickie Paraskevopoulos <NParaskevopoulos@georgesriver.nsw.gov.au>; Sue Matthew <smatthew@georgesriver.nsw.gov.au>; Vicki McKinley <vmckinley@georgesriver.nsw.gov.au>; Georges River Council Mail <mail@georgesriver.nsw.gov.au>; Georges River Council Mail <mail@georgesriver.nsw.gov.au>; Nickie Paraskevopoulos <NParaskevopoulos@georgesriver.nsw.gov.au>; Elloise Brady <ebrady@georgesriver.nsw.gov.au>  
**Subject:** Councillor Ward Discretionary Fund - Christina Jamieson

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 66/23-24
2. **Name of Councillor Requesting funding:** Christina Jamieson
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** 3 Bridges
6. **Trading name:** 3 Bridges Mindful Dementia Care
7. **Registered for GST:** Yes

8. ACNC Registered: Yes

9. ABN: 96039601269

10. Incorporated Entity: 0

11. Intended purpose of funding: Program resources and sessions supporting community members living with mild to severe dementia. 3Bridges Mindful Dementia Care offers practical, emotional and social support to people living with mild to moderate dementia and their family carers. The level of support provided at Mindful Dementia Care enables people living with dementia and their families to adjust to the condition and continue to live life with dementia. Family carers participate alongside the person living with dementia in the form of information sessions and discussion groups or seek assistance in managing practical, emotional and social aspects of dementia care. Example of resources and sessions include, but not limited to: art therapy tools, music therapy sessions, exercise physiology sessions, food preparation resources, board games, puzzles, physical games such as bocce and table tennis.

12. Event/project date: 15-05-2024

13. Amount of funding requested (Max \$2,000): 1500

14. Contact Name: Rhonda Brown

15. Phone number: 80273223

16. Mobile: 280273223

17. Email: [Rhonda.brown@3bridges.org.au](mailto:Rhonda.brown@3bridges.org.au)

18. Website: Mindful Dementia Care - 3Bridges

19. Street: 72/1 Carwar Avenue, Carss Park, NSW 2221

20. Suburb: Carss Park

21. State: New South Wales

22. Postcode: 2221

23. Please enter Postal address: 72/1 Carwar Avenue, Carss Park, NSW 2221

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: Dementia Support Group

*Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the traditional inhabitants and custodians of all land, water and sky in the Georges River area. We pay our respects to their Elders past, present and emerging.*

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## ABN Lookup

### Current details for ABN 96 039 601 269

#### ABN details

Entity name:	3BRIDGES COMMUNITY LIMITED
ABN status:	Active from 01 Nov 1999
Entity type:	Australian Public Company
Goods & Services Tax (GST):	Registered from 01 Jul 2000
Main business location:	NSW 2221

#### Australian Charities and Not-for-profits Commission (ACNC)

3BRIDGES COMMUNITY LIMITED is registered with the Australian Charities and Not-for-profits Commission (ACNC) [as follows](#):

<b>ACNC registration</b>	<b>From</b>
Registered as a charity view ACNC registration <a href="#">as follows</a>	03 Dec 2012

#### Business name(s)

<b>Business name</b>	<b>From</b>
3BRIDGES TRAINING AND EDUCATION <a href="#">as follows</a>	20 Jul 2021
CarePort <a href="#">as follows</a>	15 Jun 2015

#### Trading name(s)

From 1 November 2025, ABN Lookup will not display trading names and will only display registered business names. For more information, click [help](#).

<b>Trading name</b>	<b>From</b>
POLE DEPOT COMMUNITY CENTRE INC	27 Oct 2008

#### ASIC registration - ACN or ARBN or ARSN or ARFN

607 053 127 View record on the ASIC website [as follows](#)

#### Charity tax concession status

3BRIDGES COMMUNITY LIMITED is a Public Benevolent Institution endorsed to access the following tax concessions:

<b>Tax concession</b>	<b>From</b>
GST Concession	01 Jul 2005
FBT Exemption	01 Jul 2005
Income Tax Exemption	01 Jul 2000

### Deductible gift recipient status

3BRIDGES COMMUNITY LIMITED is endorsed as a Deductible Gift Recipient (DGR) from 01 Jul 2000. It is covered by Item 1 of the table in section 30-15 of the *Income Tax Assessment Act 1997*.



#### Important

Please read [Deductible Gift Recipient \(DGR\)](#) information before making a gift.

ABN last updated: 20 Jul 2021

Record extracted: 17 Apr 2024

### Disclaimer

The Registrar makes every reasonable effort to maintain current and accurate information on this site. The Commissioner of Taxation advises that if you use ABN Lookup for information about another entity for taxation purposes and that information turns out to be incorrect, in certain circumstances you will be protected from liability. For more information see [disclaimer](#).

### Warning Statement

If you use ABN Lookup for information about a person or entity that provides financial or investment products or advice, make sure they have an Australian Financial Services (AFS) licence. You can check licenced professional registers [here](#).

## 3BRIDGES COMMUNITY LIMITED

### Charity details

**ABN:**

[96039601269](#)

**Address:**

72 Carwar Ave  
Carss Park  
NSW, 2221, Australia

**Email:**

[admin.carsspark@3bridges.org.au](mailto:admin.carsspark@3bridges.org.au)

**Address For Service email:**

[langan@company matters.com.au](mailto:langan@company matters.com.au)

**Website:**

[3bridges.org.au](http://3bridges.org.au)

**Phone:**

[1300327434](tel:1300327434)

**Charity Size:**

Large

**Who the charity helps:**

Adults - aged 25 to under 65  
Adults - aged 65 and over  
Children - aged 6 to under 15  
Females  
General community in Australia  
Other  
People with disabilities  
Youth - 15 to under 25

**Date established:**

1 January 1978

**Last reported:**

20 December 2023

**Next report due:**

31 December 2024

**Financial year end:**

30/06

### Summary of activities

Objects of the Company The primary purpose of the Company is to: (i) provide support and services to increase wellbeing, inclusion and life satisfaction to people in all phases of their life journey regardless of location, age, gender, ethnicity and level of ability, (ii) deliver a diverse range of quality services that focus on inclusion and creating positive, person-centred outcomes while achieving meaningful social impact through early intervention and ongoing support, (iii) work collaboratively with like-minded organisations in the development and design of innovative services, enabling agility, sustainability, and responsiveness to community needs. In support of the objects of the Company, the Company may design and deliver programs and policy that focus on supporting and maintaining wellbeing for people, nurture healthy communities and build resilience, by way of: (i) respite for carers of people in need, (ii) connecting care programs for the elderly and those living with a disability, (iii) providing services and support to improve overall community wellbeing, (iv) undertaking early intervention youth programs focused on providing vital support in times of need,

### Charity programs

Economic, social and community development  
Community development

Out of School Hours Care  
Education support



Early Years Support Services  
Maternal and perinatal health

Youth Services  
Youth services

Disability Services  
Disability services

Allied Health Services  
Disability services

Home Modification and Maintenance  
In-home aid and personal assistance

Dementia and Social Support Program  
Support groups

Home Care Packages  
Senior assisted living

Education and Training  
Vocational education and training

## Where the charity operates

### States:

New South Wales

### Countries:

Australia

### Using the information on the Register

Information on the Charity Register has been provided to the ACNC by charities. If information is not shown, this may be because it has not yet been provided. The ACNC may also approve information be withheld from the Charity Register in certain circumstances. [Read more about information on the Charity Register.](#)

## Financial overview

Financial information from the latest [AIS](#).

### Revenue

**Total revenue:** \$38,371,528.00

### Expenses

**Total expenses:** \$37,858,388.00



## Nickie Paraskevopoulos

---

**From:** eForms  
**Sent:** Wednesday, 10 April 2024 8:40 PM  
**To:** Claudine Stamos; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Nancy Liu

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 68/23-24
2. **Name of Councillor Requesting funding:** Nancy Liu
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** St George & Sutherland Shire Table Tennis Association
6. **Trading name:** As Above
7. **Registered for GST:** No
8. **ACNC Registered:** No
9. **ABN:** 21317284701
10. **Incorporated Entity:**
11. **Intended purpose of funding:** Senior Active Table Tennis Program
12. **Event/project date:** 06-06-2024
13. **Amount of funding requested (Max \$2,000):** 500
14. **Contact Name:** Anita Un
15. **Phone number:** 422128829
16. **Mobile:** 422128829
17. **Email:** anitaun129@yahoo.com.au
18. **Website:**
19. **Street:** 59 Baliey Parade
20. **Suburb:** Riverwood

21. State: New South Wales

22. Postcode: 2210

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: Grassroot sporting Organization for community to encourage all age members participating in table tennis practice and competition to improve sport skills and social connection/welfare based at Johnny Warren Stadium in Hurstville



## ABN Lookup

### Current details for ABN 21 317 284 701

#### ABN details

Entity name:	St George & Sutherland Shire Table Tennis Association
ABN status:	Active from 13 Apr 2021
Entity type:	Other Unincorporated Entity
Goods & Services Tax (GST):	Not currently registered for GST
Main business location:	NSW 2232

#### Trading name(s)

From 1 November 2025, ABN Lookup will not display trading names and will only display registered business names. For more information, click [help](#).

#### Trading name

St George & Sutherland Shire Table Tennis Association

#### From

01 Apr 2009

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 26 Apr 2021

Record extracted: 11 Apr 2024

#### Disclaimer

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## Nickie Paraskevopoulos

---

**From:** eForms  
**Sent:** Monday, 15 April 2024 11:40 PM  
**To:** Claudine Pfeiffer; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Peter Mahoney

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 69/23-24
2. **Name of Councillor Requesting funding:** Peter Mahoney
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Individual (Max \$2,000)
5. **Legal Name:** Lugarno Progress Association Incorporated
6. **Trading name:** Lugarno Progress Association
7. **Registered for GST:** No
8. **ACNC Registered:** No
9. **ABN:** 11226857384
10. **Incorporated Entity:** 1
11. **Intended purpose of funding:** Plants for National Tree Day (for schools)
12. **Event/project date:** 26-07-2024
13. **Amount of funding requested (Max \$2,000):** 1000
14. **Contact Name:** J. Theophile
15. **Phone number:** 432288110
16. **Mobile:** 432288110
17. **Email:** contact@lugarnoprogress.org.au
18. **Website:** www.lugarnoprogress.com.au
19. **Street:** P.O. Box 4021
20. **Suburb:** Lugarno



21. State: New South Wales

22. Postcode: 2210

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: "The Lugarno Progress Association (LPA) is a 100-year-old, not-for-profit, apolitical volunteer association which advocates on behalf of Lugarno residents to preserve or improve for its residents, the amenity and environment of the suburb. Lugarno is a strong community with over 5900 residents, proud of the physical attractions of our peninsular suburb and indigenous heritage. The main objective of the LPA is to act in the best interests of the ratepayers and residents of Lugarno, consistent with its motto - Lugarno, naturally beautiful." (From February, 2024 newsletter.)



## ABN Lookup

### Current details for ABN 11 226 857 384

#### ABN details

Entity name:	LUGARNO PROGRESS ASSOCIATION Inc
ABN status:	Active from 09 Aug 2017
Entity type:	Other Incorporated Entity
Goods & Services Tax (GST):	Not currently registered for GST
Main business location:	NSW 2210

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 10 Aug 2017

Record extracted: 16 Apr 2024

#### Disclaimer

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#### Warning Statement

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## Nickie Paraskevopoulos

**From:** eForms  
**Sent:** Tuesday, 16 April 2024 7:40 AM  
**To:** Claudine Pfeiffer; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Ashvini Ambihaipahar

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 70/23-24
2. **Name of Councillor Requesting funding:** Ashvini Ambihaipahar
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Anglican Parish of Peakhurst/Mortdale
6. **Trading name:** CHRIST CHURCH MORTDALE
7. **Registered for GST:** Yes
8. **ACNC Registered:**
9. **ABN:** 11107436811
10. **Incorporated Entity:**
11. **Intended purpose of funding:** For our youth group and night church congregations, particularly for safe ministry and child protection, they need to check people into these "events" to record attendance and create name tags. Since the church is growing, having 1 person to check everyone in is time-consuming and often people skip the queue and consequently don't get checked in. The way it works is by check-in through the service database which then prints a name tag label. Currently, we only have 1 device for this at Mortdale and they are looking to get a second device with label printer through the grant so people can do self check-in as well as our welcomers using the second device to process guests, new comers, families with children etc. This will greatly improve our procedures and maximise safety.
12. **Event/project date:** 16-04-2024
13. **Amount of funding requested (Max \$2,000):** 2000
14. **Contact Name:** Mr Lyndon Mitchell
15. **Phone number:** 411284964
16. **Mobile:** 411284964

17. Email: lyndon.mtchll@gmail.com

18. Website:

19. Street: 110 Morts Road, Mortdale NSW

20. Suburb: Mortdale

21. State: New South Wales

22. Postcode: 2223

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: Local parish that provide a church services, youth group, music groups and community events.



## ABN Lookup

### Current details for ABN 11 107 436 811

#### ABN details

Entity name:	CHRIST CHURCH MORTDALE
ABN status:	Active from 04 May 2000
Entity type:	Other Unincorporated Entity
Goods & Services Tax (GST):	Registered from 01 Jul 2000
Main business location:	NSW 2223

#### Australian Charities and Not-for-profits Commission (ACNC)

CHRIST CHURCH MORTDALE is registered with the Australian Charities and Not-for-profits Commission (ACNC) as follows:

<b>ACNC registration</b>	<b>From</b>
Registered as a charity view ACNC registration <a href="#">🔗</a>	03 Dec 2012

#### Trading name(s)

From 1 November 2025, ABN Lookup will not display trading names and will only display registered business names. For more information, click [help](#).

<b>Trading name</b>	<b>From</b>
CHRIST CHURCH MORTDALE	04 May 2000

#### Charity tax concession status

CHRIST CHURCH MORTDALE is a Charity endorsed to access the following tax concessions:

<b>Tax concession</b>	<b>From</b>
GST Concession	01 Jul 2005
FBT Rebate	01 Jul 2005
Income Tax Exemption	01 Jul 2000

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 09 Apr 2019

Record extracted: 16 Apr 2024

#### Disclaimer

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for taxation purposes and that information turns out to be incorrect, in certain circumstances you will be protected from liability. For more information see [disclaimer](#).

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## ABN Lookup

# Charitable tax concessions

## Charity types

### Charity

Charity has a special meaning under law. The Commonwealth definition of charity is set out in the [Charities Act 2013](#). To be a charity, your organisation must:

- be not-for-profit
- have only charitable purposes that are for the public benefit
- not have any disqualifying purposes (engaging in, or promoting activities that are unlawful or contrary to public policy, or promote or oppose a political party or candidate for political office)
- not be an individual, political party or government entity.

Charities must be registered with the Australian Charities and Not-for-profits Commission (ACNC) before they can be endorsed by the Australian Taxation Office (ATO) to access charity tax concessions. In order to be registered by the ACNC, charities must also comply with the ACNC governance standards. The ATO accepts the ACNC's decision on charity registration and decides which tax concessions your charity is entitled to, depending on your charity's registered subtype.

For more information please see [Australian Charities and Not-for-profits Commission \(ACNC\)](#).

### Public Benevolent Institution (PBI)

A Public Benevolent Institution (PBI) is a type of charity which has a predominant (main) purpose of relieving needs arising from conditions such as poverty, sickness, distress or helplessness. This is known as providing 'benevolent relief'.

For a need to attract benevolent relief, it must be significant enough, and the circumstances difficult enough, to arouse a feeling within the community that action should be taken to relieve it.

The characteristics of a PBI are:

- it is a charity
- it is an institution
- it is set up to relieve needs requiring benevolent relief
- it relieves the needs through providing goods and/or services which are directed to people who are in need
- its predominant (main) purpose is providing benevolent relief.

Examples of public benevolent institutions include:

- some organisations providing services for the homeless, such as shelters and meals

- some hospitals and hospices
- some disability support services
- some aged care services
- some providers of low rental or subsidised housing, for people in need
- some organisations that undertake active fundraising activities to generate income for a partner with a common purpose of providing benevolent relief, where the partner provides services to people in need of benevolent relief.

PBIs must be registered with the ACNC as a charity and as the PBI subtype of charity before they can be endorsed by the ATO to access tax concessions available to PBIs.

For more information please see [ACNC PBI factsheet](#)  on the ACNC website.

### Health Promotion Charity (HPC)

A Health Promotion Charity (HPC) is a charity whose principal activity is to promote the prevention or control of diseases in human beings. The characteristics of an HPC are that:

- it is a charity
- it is an institution
- its principal activity is promoting the prevention or the control of diseases in human beings.

Activities that may promote the prevention of a disease include:

- raising public awareness regarding a disease, its causes and the measures that can be taken to guard against contracting the disease
- undertaking medical research into the causes of a disease or how to prevent a disease.

Activities that may promote the control of a disease include:

- developing or providing aids or equipment to help people suffering from a disease
- educating carers of people with a disease
- undertaking medical research into the treatment of a disease.

Activities that are unlikely to promote the prevention or control of a disease include:

- promoting healthy lifestyles in a general sense, such as the importance of healthy eating and regular exercise
- promoting a particular type of exercise due to its general health benefits
- activities intended to increase a person's 'wellbeing'.

HPCs must be registered with the ACNC as a charity and as the HPC subtype of charity before they can be endorsed by the ATO to access tax concessions available to HPCs.

For more information please see the [ACNC HPC factsheet](#)  on the ACNC website.

### Former categories of charity that have been phased out

Prior to the establishment of the ACNC on 3 December 2012, there were a number of other categories of charity listed on the Australian Business Register (ABR). These have been phased out, but may still appear on the ABR for organisations that were endorsed for charity tax concessions before 3 December 2012.



## Charitable Fund

A Charitable Fund was a fund established under an instrument of trust or a will for a charitable purpose. Charitable funds mainly managed trust property, and/or held trust property to make distributions to other entities or persons.

After the establishment of the ACNC, an organisation which would formerly be listed as a Charitable Fund is now listed as a Charity.

Please also see [Charity](#) above.

## Charitable Institution

A Charitable Institution was an institution established and run to advance or promote a charitable purpose.

After the establishment of the ACNC, an organisation which would formerly be listed as a Charitable institution is now listed as a Charity.

Please also see [Charity](#) above.

## Public Benevolent Institution (PBI) Employer

Organisations that were not PBIs as a whole, but which operated a PBI sub-entity used to be entitled to PBI Fringe Benefit Tax (FBT) concessions for the employees of their PBI sub-entities. The PBI sub-entity was known as a 'PBI Employer.'

The characteristics of a PBI employer that an organisation operated were:

- it was a [Public Benevolent Institution \(PBI\)](#)
- it was an employer
- it was not an entity in its own right, but formed part of a larger organisation.

The [FBT exemption](#) for a PBI employer that an organisation operated did not apply in respect of the organisation's employees generally. It only applied in respect of the employees of the PBI employer itself, subject to a capping threshold.

From 3 December 2012, an organisation could no longer apply for endorsement to access FBT exemption for a PBI employer it operated. All PBIs now have to be entities in their own right, as they need to be registered with the ACNC before the ATO can grant any PBI tax concessions.

## Fund types

### Income Tax Exempt Fund

An Income Tax Exempt Fund (ITEF) was a non-charitable ancillary fund endorsed by the ATO to access income tax exemptions before 1 January 2014.

From 1 January 2014, new arrangements have applied. Funds endorsed as ITEFs at 31 December 2013 were transitioned into these arrangements by being:

- registered with the Australian Charities and Not-for-profits Commission (ACNC) as charities, and
- endorsed by the ATO to access income tax exemption as a registered charity.

ITEFs can no longer be endorsed for income tax concessions.

For more information, see:

- [Factsheet: Private and public ancillary funds and the ACNC](#) on the ACNC website

## Tax concessions

### Income Tax Exemption

Income tax exemption is an exemption from paying income tax, removing the need to lodge income tax returns. Entities that are endorsed as income tax exempt are entitled to a refund of franking credits on franked dividends they receive.

### GST Concession

There are a range of goods and services tax (GST) concessions for transactions involving endorsed charities:

- **Gifts and GST credit adjustments** – adjustments for GST credits are not required where an item acquired by a business is subsequently gifted to the charity.
- **Accounting on a cash basis** – the charity may choose to account on a cash basis regardless of its annual turnover.
- **Non-commercial activities** – where the charity makes sales and the payment it receives in return is less than a certain amount, the sales are GST-free.
- **Donated second-hand goods** – sales of donated second hand goods by the charity are GST-free.
- **Raffles and bingo** – tickets to raffles and bingo sold by the charity are GST-free provided the holding of the raffle or bingo event does not contravene a state or territory law.
- **Fundraising events** – the charity may choose to treat all supplies it makes in connection with certain fundraising events as input taxed. The charity is not required to remit GST on supplies made in connection with the event. However, the charity is not entitled to claim GST credits for related purchases.
- **Non-profit sub-entities** – the charity has the option of treating any of its separately identifiable branches as separate entities for GST purposes. Provided that the annual turnover of the non-profit sub-entity is less than \$150,000, the sub-entity is not required to register for GST. An unregistered non-profit sub-entity does not remit GST on sales and does not claim GST credits for purchases.
- **Reimbursement of volunteer expenses** – the charity can claim GST credits for reimbursements made to volunteers for expenses the volunteer incurs that are directly related to their activities as a volunteer of the charity.

### FBT Rebate

Fringe Benefits Tax (FBT) rebate is an entitlement to a rebate equal to a percentage of the gross FBT payable, subject to a capping threshold.

Organisations that qualify for a FBT rebate are referred to as 'rebtable employers'.

Rebtable employers are entitled to have their liability reduced by a rebate equal to:

- 48% of the gross FBT payable, subject to a \$30,000 capping threshold for the year ending 31 March 2015 and prior years
- 49% of the gross FBT payable, subject to a \$31,177 capping threshold for the years ending 31 March 2016 and 31 March 2017
- 47% of the gross FBT payable, subject to a \$30,000 capping threshold for the year ending 31 March 2018

If the total grossed-up value of the fringe benefits provided to an individual employee is more than the capping threshold, a rebate cannot be claimed for the FBT liability on the excess amount.

### **FBT Exemption**

Fringe Benefits Tax (FBT) exemption is an exemption from paying FBT subject to a capping threshold. If the total grossed-up value of the fringe benefits provided to an individual employee is more than the capping threshold, the employer will be liable for the FBT on the excess amount.

For public benevolent institution (other than public hospitals) and health promotion charities, benefits provided to employees are FBT exempt where the total grossed-up value of certain fringe benefits for each employee is \$30,000 or less for the FBT year ending 31 March 2015 and prior years. The capping threshold is \$31,177 for the FBT years ending 31 March 2016 and 31 March 2017 and is \$30,000 for the FBT year ending 31 March 2018.

For public hospitals, non-profit hospitals and public ambulance services, the capping threshold for each employee is \$17,000 or less for the FBT year ending 31 March 2015 and prior years. The capping threshold is \$17,667 for the FBT years ending 31 March 2016 and 31 March 2017 and is \$17,000 for the FBT year ending 31 March 2018.

## Nickie Paraskevopoulos

**From:** eForms  
**Sent:** Tuesday, 16 April 2024 1:10 PM  
**To:** Claudine Pfeiffer; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Kathryn Landsberry

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 71/23-24
2. **Name of Councillor Requesting funding:** Kathryn Landsberry
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Oatley Flora and Fauna Conservation Society
6. **Trading name:** Oatley Flora and Fauna Conservation Society
7. **Registered for GST:** No
8. **ACNC Registered:** No
9. **ABN:** 86511271725
10. **Incorporated Entity:**
11. **Intended purpose of funding:** Plants consisting of native grasses, rushes and groundcover at \$2.20 each. In 2023 the Greater Sydney Landcare Network (GSLN) launched the "Creating Canopies" project which aims to plant 200,000 native trees across Greater Sydney during 2023, 2024 and 2025. This year, as part of the "Creating Canopies" project, Oatley Flora and Fauna Conservation Society in collaboration with Georges River Council and GSLN, agreed several planting projects including Beale Park (14 April), Henry Lawson Reserve and other sites. All of the upcoming plantings in 2024 will only include canopy species of local native trees and large shrubs. It would be ideal to supplement these plants with lower vegetation, for example, native grasses, rushes and groundcover to enhance the biodiversity of each site and improve the habitat potential of the plantings.
12. **Event/project date:** 01-05-2024
13. **Amount of funding requested (Max \$2,000):** 1000
14. **Contact Name:** Adrian Polhill
15. **Phone number:** 424478498
16. **Mobile:** 424478498

17. Email: [adrianpolhill@hotmail.com](mailto:adrianpolhill@hotmail.com)

18. Website: <https://www.oatleyflorafauna.org.au/>

19. Street: P.O. Box 52

20. Suburb: Mortdale

21. State: New South Wales

22. Postcode: 2223

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: Oatley Flora & Fauna Conservation Society work to protect, conserve and enhance the natural environment locally and globally.



## ABN Lookup

### Current details for ABN 86 511 271 725

#### ABN details

Entity name:	OATLEY FLORA AND FAUNA CONSERVATIONSOCIETY INCORPORATED
ABN status:	Active from 01 Jul 2000
Entity type:	Other Incorporated Entity
Goods & Services Tax (GST):	Not currently registered for GST
Main business location:	NSW 2220

#### Trading name(s)

From 1 November 2025, ABN Lookup will not display trading names and will only display registered business names. For more information, click [help](#).

Trading name	From
OATLEY FLORA AND FAUNA CONSERVATIONSOCIETY INCORPORATED	28 Jul 2000

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 31 Oct 2017

Record extracted: 16 Apr 2024

#### Disclaimer

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## Nickie Paraskevopoulos

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**From:** eForms  
**Sent:** Tuesday, 16 April 2024 1:22 PM  
**To:** Claudine Pfeiffer; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Kathryn Landsberry

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 72/23-24
2. **Name of Councillor Requesting funding:** Kathryn Landsberry
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Carss Park Community Garden
6. **Trading name:** Carss Park Community Garden
7. **Registered for GST:** No
8. **ACNC Registered:** No
9. **ABN:**
10. **Incorporated Entity:**
11. **Intended purpose of funding:** Gardening equipment including mower battery, ladder, and gardening tools
12. **Event/project date:** 01-05-2024
13. **Amount of funding requested (Max \$2,000):** 600
14. **Contact Name:** Cheryl Gleave
15. **Phone number:** 429415011
16. **Mobile:** 429415011
17. **Email:** gleavec@ozemail.com.au
18. **Website:** GRC website
19. **Street:** 76 Carwar Ave
20. **Suburb:** Carss Park

21. State: New South Wales

22. Postcode: 2221

23. Please enter Postal address:

24. Declaration of conflict of interest: A non-significant non-pecuniary interest \*

25. Community Group: Carss Park Community Gardens was established in 2009 on the site of the former Carss Park Bowling club. The gardens have been developed by local volunteers and include a multi-function straw bale shed, four shared garden beds, 20 individual garden beds, four raised mobility garden beds, a frog pond, herb spiral, a variety of orchard trees and rain water tanks.



## Nickie Paraskevopoulos

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**From:** eForms  
**Sent:** Tuesday, 16 April 2024 4:48 PM  
**To:** Claudine Pfeiffer; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - ashvini ambihaipahar

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 74/23-24
2. **Name of Councillor Requesting funding:** ashvini ambihaipahar
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Lugarno Progress Association Incorporated
6. **Trading name:** Lugarno Progress Association
7. **Registered for GST:** No
8. **ACNC Registered:**
9. **ABN:** 11226857384
10. **Incorporated Entity:**
11. **Intended purpose of funding:** Plants for National Tree Day (for schools)
12. **Event/project date:** 26-07-2024
13. **Amount of funding requested (Max \$2,000):** 1000
14. **Contact Name:** J. Theophile
15. **Phone number:** 432288110
16. **Mobile:** 432288110
17. **Email:** contact@lugarnoprogress.org.au
18. **Website:** www.lugarnoprogress.com.au
19. **Street:** P.O. Box 4021
20. **Suburb:** Lugarno

21. State: New South Wales

22. Postcode: 2210

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: "The Lugarno Progress Association (LPA) is a 100-year-old, not-for-profit, apolitical volunteer association which advocates on behalf of Lugarno residents to preserve or improve for its residents, the amenity and environment of the suburb. Lugarno is a strong community with over 5900 residents, proud of the physical attractions of our peninsular suburb and indigenous heritage. The main objective of the LPA is to act in the best interests of the ratepayers and residents of Lugarno, consistent with its motto - Lugarno, naturally beautiful." (From February, 2024 newsletter.)



## ABN Lookup

### Current details for ABN 11 226 857 384

#### ABN details

Entity name:	LUGARNO PROGRESS ASSOCIATION Inc
ABN status:	Active from 09 Aug 2017
Entity type:	Other Incorporated Entity
Goods & Services Tax (GST):	Not currently registered for GST
Main business location:	NSW 2210

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 10 Aug 2017

Record extracted: 17 Apr 2024

#### Disclaimer

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## Nickie Paraskevopoulos

**From:** eForms  
**Sent:** Tuesday, 16 April 2024 4:59 PM  
**To:** Claudine Pfeiffer; Marisa Severino; Nickie Paraskevopoulos; Sue Matthew; Vicki McKinley; Georges River Council Mail; Georges River Council Mail; Nickie Paraskevopoulos; Elloise Brady  
**Subject:** Councillor Ward Discretionary Fund - Ashvini Ambihaipahar

Hi Office of General Manager,

Councillor Ward Discretionary Fund you submitted was successfully sent for review.

Details of the Fund is shown as below.

1. **Code:** CWF 75/23-24
2. **Name of Councillor Requesting funding:** Ashvini Ambihaipahar
3. **Name of Councillors in support of Ward funding (if applicable):**
4. **Class of application:** Community Group (Max \$2,000)
5. **Legal Name:** Oatley Flora and Fauna Conservation Society
6. **Trading name:** Oatley Flora and Fauna Conservation Society
7. **Registered for GST:** No
8. **ACNC Registered:**
9. **ABN:** 86511271725
10. **Incorporated Entity:**
11. **Intended purpose of funding:** lants consisting of native grasses, rushes and groundcover at \$2.20 each. In 2023 the Greater Sydney Landcare Network (GSLN) launched the "Creating Canopies" project which aims to plant 200,000 native trees across Greater Sydney during 2023, 2024 and 2025. This year, as part of the "Creating Canopies" project, Oatley Flora and Fauna Conservation Society in collaboration with Georges River Council and GSLN, agreed several planting projects including Beale Park (14 April), Henry Lawson Reserve and other sites. All of the upcoming plantings in 2024 will only include canopy species of local native trees and large shrubs. It would be ideal to supplement these plants with lower vegetation, for example, native grasses, rushes and groundcover to enhance the biodiversity of each site and improve the habitat potential of the plantings.
12. **Event/project date:** 01-05-2024
13. **Amount of funding requested (Max \$2,000):** 784
14. **Contact Name:** Adrian Polhill
15. **Phone number:** 424478498
16. **Mobile:** 424478498

17. Email: [adrianpolhill@hotmail.com](mailto:adrianpolhill@hotmail.com)

18. Website: <https://www.oatleyflorafauna.org.au/>

19. Street: P.O. Box 52

20. Suburb: Mortdale

21. State: New South Wales

22. Postcode: 2223

23. Please enter Postal address:

24. Declaration of conflict of interest: No conflict of interest

25. Community Group: Oatley Flora & Fauna Conservation Society work to protect, conserve and enhance the natural environment locally and globally.



## ABN Lookup

### Current details for ABN 86 511 271 725

#### ABN details

Entity name:	OATLEY FLORA AND FAUNA CONSERVATIONSOCIETY INCORPORATED
ABN status:	Active from 01 Jul 2000
Entity type:	Other Incorporated Entity
Goods & Services Tax (GST):	Not currently registered for GST
Main business location:	NSW 2220

#### Trading name(s)

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Trading name	From
OATLEY FLORA AND FAUNA CONSERVATIONSOCIETY INCORPORATED	28 Jul 2000

#### Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 31 Oct 2017

Record extracted: 17 Apr 2024

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