

## **ATTACHMENTS EXCLUDED FROM AGENDA**

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### **Council Meeting**

**Monday, 23 June 2025**

**7:00 PM**

**Dragon Room**

**Civic Centre**

**Hurstville**





**COUNCIL MEETING****ATTACHMENTS EXCLUDED FROM AGENDA****Working Together for a Better Future - Community Strategic Plan,  
Delivery Program, Operational Plan and Resourcing Strategy**

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## Acknowledgement of Traditional Owners

Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. Council recognises Aboriginal and Torres Strait Islander peoples as an integral part of the Georges River community and values their social and cultural contributions. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live work and meet on these lands.

Image: Water by Aunty Annette Webb



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## Message from the Mayor

The Community Strategic Plan 2025-2035 (The Plan) captures the community aspirations for Georges River.

This Plan is a reflection of our local area and the community's priorities over the next ten years. It is a wholistic and all-encompassing plan that aligns your aspirations with key targets for our community, natural and built environments, unique position in Sydney, diverse culture, growing economy and strong community spirit that defines our area.

The review of this document has been a collaborative effort, involving extensive consultation with community members, community groups, stakeholders within our Local Government Area (LGA), and beyond. Your input has been invaluable in shaping this Plan.

The Plan belongs to the community. It is your vision and voice for the changes and goals you want to see achieved. Council acts as the caretaker of this document and is responsible for taking your priorities forward. This relies on us working together with all levels of Government, businesses, service providers, community groups, and knowledge holders like our advisory committees, to realise these goals.

This Plan is not just a document; it is the roadmap for our future, built on the foundation of your contributions and our shared vision.

The Pillars of The Plan are Our Community, Our Green Environment, Our Economy, Our Built Environment and Our Governance. These pillars reflect your priorities and ensure those priorities are a focus of the work of Georges River Council.

Thank you for your continued support and engagement. Together, we will continue to make Georges River a connected and livable community for everyone. area.



Elise Borg

**Mayor**



## Message from the General Manager

I am pleased to present our updated Community Strategic Plan 2025-2035, which continues to build upon our community's vision for a connected and sustainable future.

Community feedback has been instrumental in developing the Community Strategic Plan 2025-2035. Based on your feedback, we have refreshed our community Vision Statement and priority pillars to truly represent our collective aspirations.

The Pillars: Our Community, Our Green Environment, Our Economy, Our Built Environment, and Our Governance provide the priorities for the workforce of Council.

The pillars ensure Council resources are aligned to our community expectations and priorities.

Our community are environmentally conscious and celebrate the biodiversity and natural aspects unique to Georges River. We have made significant strides in our commitment to environmental protection, upgrading existing and creating new open and green spaces, and transforming assets such as Olds Park into recreational hubs for the whole of the community to enjoy.

Georges River is a diverse community with many calendar and cultural events to celebrate, and we have had great success in revitalising our public domains and reenergising our community spirit. Long-standing events such as Lunar New Year Festival, continues to attract over 50,000 visitors, reminding us of the significance of community connection.

The Plan 2025-2035, as our third Community Strategic Plan, will continue to serve as the basis for everything we do and remain an accurate reflection of your priorities for the future of your community, environment, infrastructure, and economy.

In delivering on The Plan, Council remains focused on strong financial outcomes, with a continued commitment to achieving a budget surplus and maintaining long-term financial sustainability.





I invite you to join us on this journey as we work together to achieve our shared vision for the Georges River area. Your continued support and participation are crucial to the success of the Community Strategic Plan 2025-2035.



David Tuxford

**General Manager**



## About the Georges River area

**The Bidjigal people of the Eora Nation are the original inhabitants and custodians of all land and water in the Georges River Local Government Area.**



Located in Sydney's south, the Georges River Local Government Area consists of 38 square kilometres, and includes the suburbs of:

Allawah, Beverly Hills, Beverley Park, Blakehurst, Carlton, Carss Park, Connells Point, Hurstville, Kingsgrove, Kogarah, Kogarah Bay, Lugarno, Mortdale, Narwee, Oatley, Peakhurst Heights, Peakhurst, Penshurst, Riverwood, Sans Souci and South Hurstville.

The Georges River area offers extraordinary lifestyle benefits, from the waterways of the Georges River to remnant bush, tidal baths and open spaces such as Carss Bush Park, Oatley Park and sporting facilities such as Jubilee Stadium, Gannons Park, Hurstville Oval and Olds Park. The St George Illawarra Dragons are the anchor tenant in the National Rugby League competition, with Sydney FC making Jubilee their home for the Asian Champions League, so there is plenty of high level football action for all to enjoy.



Our diversity is highly valued in our community and **53.2%** of our residents speak a language other than English at home.

Aboriginal people cared for the land for many millennia, and the world now lives in Georges River in that people from all over the world call Georges River home. Some **one hundred and nine different nationalities** are represented in Georges River, and **46% of our residents were born overseas**. Our diversity is highly





valued in our community and **53.2%** of our residents speak a language other than English at home. Our centres offer a unique array of dining and shopping experiences. You can 'eat the world' in Georges River, from exceptional Chinese eateries to Nepalese and Greek influenced dining experiences to the now famous Australia-wide local cinnamon scrolls.

The Georges River area has homes of all sizes and types to offer unmatched quality of life and relative affordability. Majestic waterfront properties to convenient, centrally located apartments near transport and eat streets are all available. The area offers a unique quality of life regardless of age, family circumstances or life stage in a safe, welcoming and friendly environment.

Our major centres include Kogarah, a major medical hub with St George Hospital, a major teaching hospital and trauma centre for the southern part of NSW and substantial medical research facilities including the only Microbiome Research Centre in Australia. Hurstville is the retail and civic centre of our area, providing a wide variety of shopping and dining experiences and services including Council and NSW Government service centres.



The Australian Bureau of Statistics Estimated Resident Population (ERP) official 2024 population figure for Georges River Local Government Area was **161,593** people living in **58,430** dwellings.

**One hundred and nine different nationalities** are represented in Georges River, and **46% of our residents were born overseas.**



## Wards and Councillors

### Blakehurst Ward



Councillor Oliver Dimovski  
[odimoski@georgesriver.nsw.gov.au](mailto:odimoski@georgesriver.nsw.gov.au)  
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Councillor Kathryn Landsberry  
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Councillor Natalie Mort  
[nmort@georgesriver.nsw.gov.au](mailto:nmort@georgesriver.nsw.gov.au)  
M: 0499 522 200

### Hurstville Ward



Deputy Mayor Councillor Nancy Liu  
[nliu@georgesriver.nsw.gov.au](mailto:nliu@georgesriver.nsw.gov.au)  
M: 0400 681 188



Councillor Leon Pun  
[lpun@georgesriver.nsw.gov.au](mailto:lpun@georgesriver.nsw.gov.au)  
M: 0490 388 752



Councillor Ben Wang  
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M: 0499 366 888

### Kogarah Bay Ward



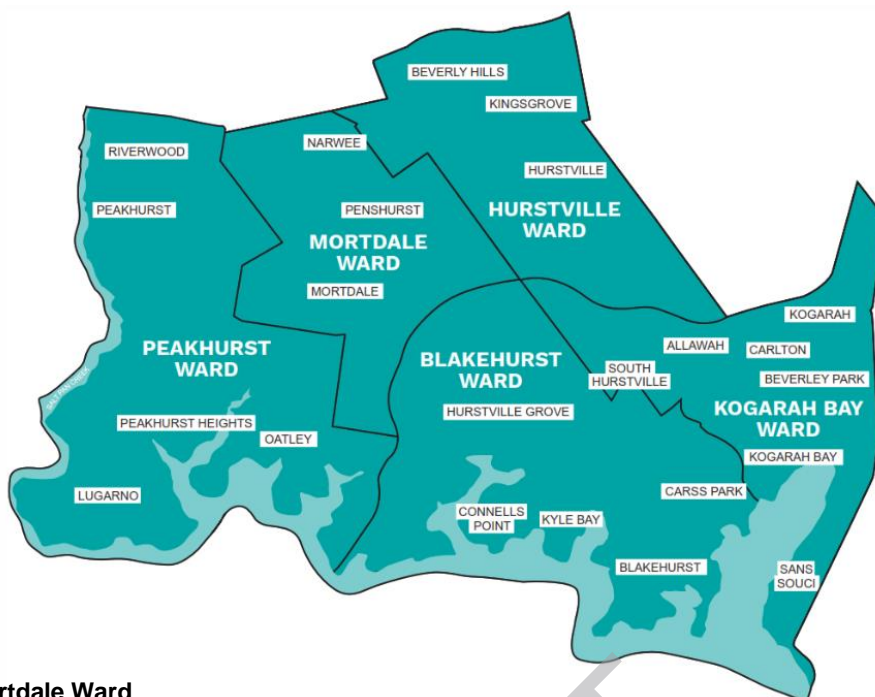
Mayor, Councillor Elise Borg  
[eborg@georgesriver.nsw.gov.au](mailto:eborg@georgesriver.nsw.gov.au)  
M: 0477 222 089



Councillor Thomas Gao  
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Councillor Sam Stratikopoulos  
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#### Mortdale Ward



Councillor Tom Arthur  
[tarthur@georgesriver.nsw.gov.au](mailto:tarthur@georgesriver.nsw.gov.au)  
 M: 0432 397 106



Councillor Christina Jamieson  
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 M: 0431 833 609

Councillor to be determined,  
 following resignation of Councillor  
 Ashvini Ambhaipahar

#### Peakhurst Ward



Councillor Matthew Allison  
[mallison@georgesriver.nsw.gov.au](mailto:mallison@georgesriver.nsw.gov.au)  
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Councillor Elaina Anzellotti  
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Councillor Peter Mahoney  
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 M: 0419 374 727

## About The Plan

*The Plan 2025 - 2035* is our third community strategic plan. This revised community strategic plan progresses and extends the previous community strategic plan, bringing on board new and previous community feedback and aspirations and taking account of the challenges that now confront not just Georges River Council, but also NSW, Australia and indeed, the world.

It represents our community's ambitions and expectations for our area for the next ten years. It is part of the Integrated Planning and Reporting (IP&R) framework that all councils must adhere to under the Local Government Act (1993). *The Plan 2025 - 2035* is resourced and implemented by a number of supporting documents including:

- The annual Operational Plan
- The four-year Delivery Program
- A Resourcing Strategy which includes:
  - Long Term Financial Plan – a 10-year plan that outlines the financial capacity to deliver the objectives of *The Plan 2025 – 2035*.
  - Asset Management Plan – sets out the current condition and requirements for each key asset category to ensure the maintenance and renewal of all Georges River's assets.
  - Our People Plan (Workforce Management Plan) – ensures that we are resourced with a workforce that has the capacity, capability and culture to achieve the goals outlined in *The Plan 2025 – 2035*.
  - Digital Resource Management Plan - outlines Council's commitment to utilising the best digital framework possible to enable responsive and timely services and information.





## Updating The Plan 2025 – 2035 with our Community

*The Plan 2025 – 2035* has been revised by building on previous plans and strategies. Many thousands of local residents, businesses, visitors, children and those with an interest in our area have provided their feedback during consultations to develop these strategies.

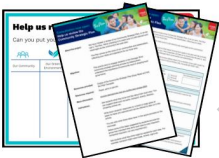


What we already know from previous strategies:  
You told us that you value:



1. Our diverse culture and strong social services.
2. Our varied and productive economy.
3. Our green open spaces, sporting facilities and our river.
4. Facilities to meet the needs of a growing population.
5. Our convenient location and transport.
6. Efficient operating models that focus on service maintenance across the broad range of Council services

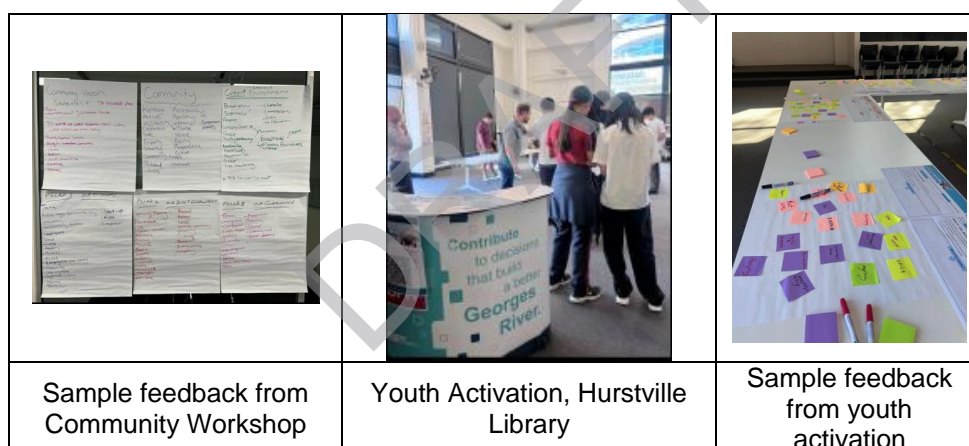
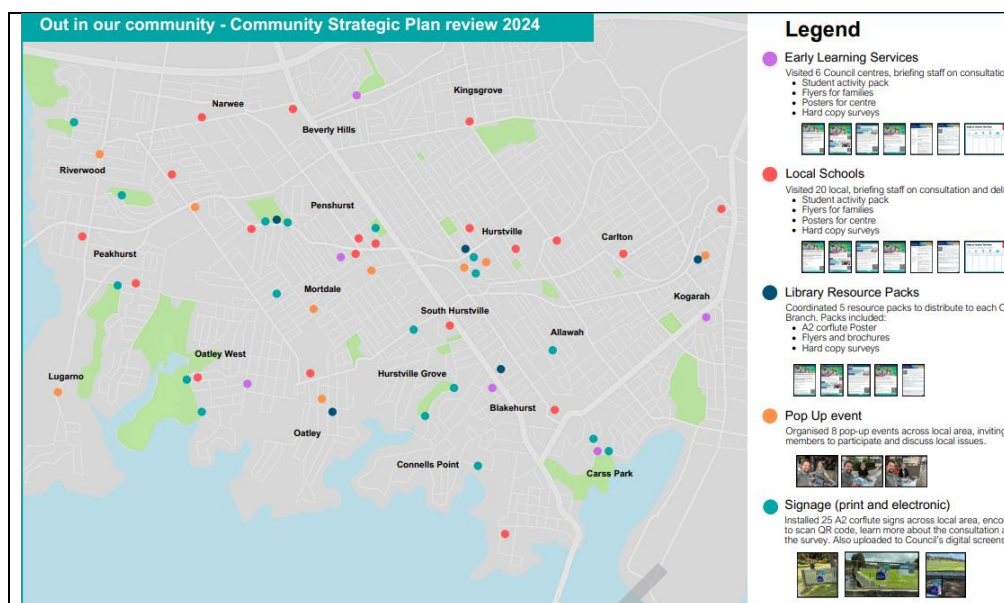
Georges River is a member of the International Association for Public Participation (IAP2) and incorporates the IAP2 Engagement Framework and Spectrum into its consultations. This is also recognised in Council's Community Engagement Policy and Community Engagement Strategy. Specific community engagement was undertaken to identify and review the main priorities and aspirations (derived from existing strategies) for the future of the Georges River Local Government Area for *The Plan 2025 – 2035*.

- Information about *the Plan 2025 - 2035* achieved a potential reach of over **300,000** people in our community. This was coordinated through a social media campaign, inserts in the local newspaper, the St George and Sutherland Shire Leader, and November rates notice, promotion in the Your Say newsletter and Community eNews, advertisement across Council's digital screens and messages on hold, and information packs and collateral distributed to Council libraries, Early Learning Centres, and local community groups and services.
- During the consultation period, we received:
  - 146 online submissions
  - 100 pieces of input from a stakeholder and community workshop
  - 150 ideas from youth and young people at a youth activation
- This contributed to 1,793 individual pieces of feedback that were ranked on key words and phrases in our existing pillars.

<p><b>Our Community</b></p> <p>safe</p> <p>connected</p> <p>vibrant</p> <p>heritage</p> <p>diverse</p>	<p><b>Our Environment</b></p> <p>sustainable</p> <p>healthy</p> <p>biodiversity</p> <p>accessible</p> <p>waterways</p>	<p><b>Our Economy</b></p> <p>vibrant</p> <p>local</p> <p>clean</p> <p>green</p> <p>amenities</p>
<p><b>Our Built Environment</b></p> <p>quality</p> <p>affordable</p> <p>sustainable</p> <p>recreation</p> <p>liveable</p>	<p><b>Our Place in Sydney</b></p> <p>innovation</p> <p>rich</p> <p>destination</p> <p>culturally</p> <p>services</p>	<p><b>Our Governance</b></p> <p>voice</p> <p>future</p> <p>diverse</p> <p>engaged</p> <p>community</p>
<p>Top words from community feedback on the CSP pillars. The community were asked to select their top five words from the pillar's goal statements.</p>		

		
<p>Resource packs delivered to schools with activities for young and older children to participate</p>	<p>Posters installed at 20+ locations across the Georges River LGA</p>	<p>3 web pages created to support the Plan, Youth workshop and participation, and Teachers resources</p>

		
<p>Staff at pop up in Mortdale</p>	<p>Staff at pop up at Hurstville Plaza, Hurstville</p>	<p>Staff preparing youth activation at Hurstville Library</p>



- 10 community groups and stakeholders were invited to participate in a dedicated workshop, further unpacking comments and ideas from key local knowledge holders.
- Local schools and Council's Early Learning Services were invited to participate, with tailored activities to involve the voice of youth and young people.
- All of Council's Advisory Committees were consulted at both preliminary stages and during the consultation period. Each Committee was given a 30–45-minute session running through the pillars to find key words and themes before exploring the vision statement. The Aboriginal and Torres Strait Islander Advisory Committee and Youth Access Committee were visited twice for additional feedback.



- Across the engagement period, a total of 7 pop-up stalls were held at sites across the LGA. Key topics discussed at these stalls were traffic and parking, housing density, disability support and advocacy, domestic violence, community support services, transport, green space and parks, and active transport and exercise. Staff were able to assist community members to complete the survey on the spot or encourage them to take material with them for completion in their own time.
- A youth targeted workshop was held on 21 November 2024 at Hurstville Library, resulting in 50 students engaging in the activity. The activity required students to visit stations around the exhibition area and leave their key words on each pillar.
- A workshop was held on 19 March 2025 for state government agencies, neighbouring councils and not for profit organisations, who are key stakeholders in delivering The Plan. Over twenty organisations registered and provided feedback and suggestions on how they could contribute to implementing The Plan.

## What you told us

We conducted community engagement across various methods and you told us what is important to you.

The key priorities of our community for the future of the Georges River Local Government Area include community **safety**, environmental **sustainability**, a **vibrant** economy, **quality** in our built environment and a **voice** in our governance.

Our community have told us they want to be **safe and connected** and be part of a **community** that is **vibrant** and supports **diversity**.

Residents want to protect the Georges River area **heritage** and **history**. They want a **sustainable, healthy** environment that is **accessible**, supporting **biodiversity** with clean **waterways**.

The economy is important to the residents and needs to be **vibrant**. They want to **shop locally** and **support** a **clean green economy** with **local jobs** and **amenities**. Residents would like to see **innovation** supported and Georges River Council local government area be a **destination** location.

Our built environment will experience a possible renaissance for our local centres and continued high use of our parks and open space for **recreation**. Residents want **affordable** housing and **quality, liveable** and **sustainable** development.

Residents want to have their **voices** heard and a **leadership** that considers **financial** sustainability, **environmental** impacts and issues that affect our **community** into the **future**.

## Social Justice Principles

Our community wants everyone to have an equal opportunity in life and the ability to achieve their potential. The review of *The Plan 2025 – 2035* has drawn on the social justice principles of **participation, equity, respect and empowerment**:

The following four principles will guide all of Council's work and will inform how Georges River Council will champion social justice within the organisation and in the community.



1

### Participation

Everyone has an opportunity to shape their community.



2

### Equity

Everyone has fair and balanced access to opportunities, resources, information, facilities and services.



3

### Respect

Everyone in the community is respected and valued.



4

### Empowerment

Everyone is supported to thrive in the way they choose.

## Principles for Sustainable Development

Georges River Council will work towards the United Nations Sustainable Development Goals, which Australia and one hundred and ninety two other countries have committed to delivering by 2030. The Sustainable Development Goals are in line with all the work that Council does and what our community wants.



The Sustainable Development Goals have been incorporated into [Council's Environmental Resilience Action Plan 2022-2040](#) and therefore guide Council's own actions in ensuring environmental resilience within its operations.

The purpose of the Georges River Environmental Resilience Action Plan 2022-2040 (Action Plan) is to guide Council towards the delivery of its environmental sustainability goals. Environmental Resilience refers to 'the ability of the natural environment to withstand disturbance and changes such as climate change, pollution or urban growth'. The Action Plan primarily focuses on measures to reduce Council's environmental footprint but also explores how Council can influence broader community outcomes such as waste generation or energy use.

## Related Plans

While the Greater Sydney Commission has been dissolved, the ten directions for the Greater Sydney Region continue to guide the NSW Government's plans for Sydney. Georges River Council is within the Eastern Harbour City. The Plan 2025 reflects these directions while retaining our unique community and environment.

The ten directions for Metropolis of Three Cities are:

- A city supported by infrastructure
- A city for people
- Housing the city
- A city of great places
- Jobs and skills for the city
- A well connected city
- A city in its landscape
- An efficient city
- A resilient city
- A collaborative city

## The NSW 2021 State Plan

**NSW 2021** is a ten year plan for our state focussed on rebuilding the economy, providing quality services, renovating infrastructure, restoring government accountability and strengthening local government and communities.

The five strategies are:

1. Rebuild the economy
2. Provide quality services
3. Renovate infrastructure
4. Strengthen our local government and communities
5. Restore government accountability

## NSW State Government Housing Targets for Georges River Local Government Area

The NSW Government has identified housing targets for each Council based on planned and projected growth in each area. The NSW Government has a target of building 377,000 homes across the state between 2024 and 2029. This target aligns with the National Housing Accord to help address the housing shortage in Australia. Growth reflects the number of homes already in the system for delivery with existing approvals and rezonings that have occurred.

The housing targets identified for each council are based on planned and projected growth in that area. Planned growth reflects the number of homes in the pipeline for delivery with existing approvals, or rezonings that have already occurred. The housing targets also factor in projected growth, or the delivery of homes that can occur in the next five years based on the NSW Government's planned reforms. The targets take into consideration existing infrastructure, ongoing investments and local constraints.

The New South Wales Government's newly released 5-year housing target of 6,300 dwellings for the Georges River LGA refers to the number of new homes to be constructed by mid-2029. New homes will be developed to meet the needs of current and future residents in our diverse, sustainable and green Council area.



## NSW State Government Led Major Projects

### Carss Park Aquatic Facility

Georges River Council has been working towards the opening of a new aquatic facility at Carss Park for the community and has entered into a Project Agreement with Office of Sport for the rebuild of Carss Park Pool. The Project Control Group has members from the Office of Sport and Council and is working through the project due diligence.

### Kempt Field Remediation

The Waste Assets Management Corporation within Property and Development NSW, in collaboration with the Planning Ministerial Corporation, is leading the remediation of Kempt Field, Allawah in Sydney's southern suburbs.

The \$11.8 million remediation project will address longstanding subsidence and buried waste issues at the 3.17 ha public reserve which was, until 1978, a privately-owned waste landfill site.

The NSW Government owns Kempt Field, which is under the care, control and management of Georges River Council.

## Key Partners and Collaborators

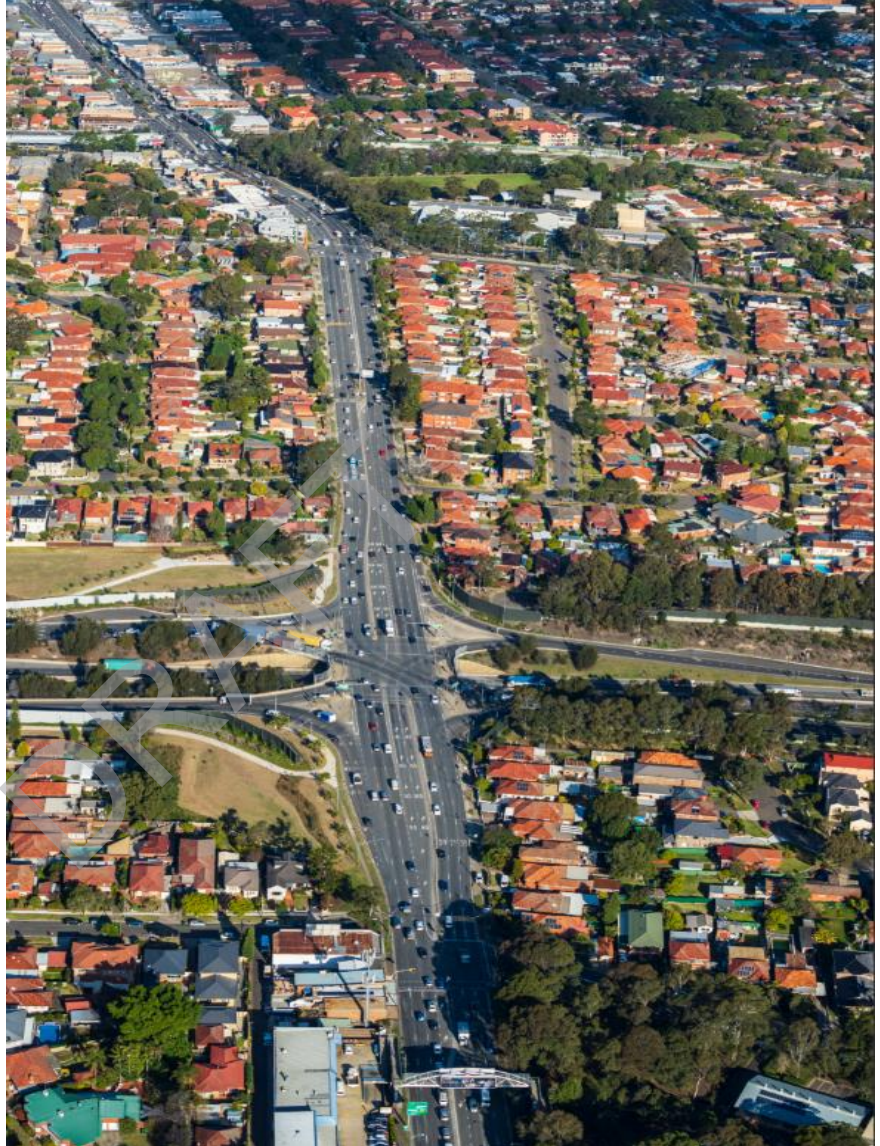
2connect	NSW Local Government Multicultural Network
3 Bridges	NSW Police
Allawaw Aboriginal Corporation	NSW Public Libraries Association
Asian Women at Work	NSW Reconstruction Authority
Australian Library Information Association	NSW Rugby League
Audit Office NSW	Office of Local Government (OLG)
Australian Signals Directorate	Office of Sport
Australian Taxation Office	Pride Cup
Cyber Security Centre	Revenue NSW
Bayside Council	Realise Business
Business Chamber South (Previously St George Business Chamber)	Resilient Sydney
Canterbury Bankstown Council	Safework NSW
Committee for Sydney	SGS News Reference Group
Cooks River Alliance	SEALS Multicultural Health Forum
Create NSW	SESLHD Multicultural Health Forum
Cross Cultural Workers in Maternity and Child & Family Health Services Project	Southern Sydney Regional Organisation of Council's (SSROC)
Cyber Security NSW	Spark Festival
Department of Education – Schools	St George & Sutherland Mental Health Interagency
Disability Interagency	St George and Sutherland Dementia Alliance
Infrastructure NSW	St George Chinese Services Network
Department of Planning Housing and Infrastructure	St George Collaborative: Community Action Group
Department of Climate Change, Energy, the Environment and Water	St George Dementia Alliance
Department of Health and Aged Care	St George Domestic Violence Committee
Destination NSW	St George Elder Abuse Collaborative
Disability Services Australia	St George Sutherland Shire Employment
Georges Riverkeeper	Sydney Water Corporation
Headspace Hurstville	Training and Action Network
Institute of Public Works and Engineering	St George Youth Network
Independent Commission Against Corruption (ICAC)	State & Federal Governments
Koori Interagency	State Library of NSW
Kurranulla Aboriginal Corporation	State Cover
LGNSW	State Emergency Service (SES)
Local Government Professionals	Student Wellbeing Network
Metropolitan Land Council	Sutherland Shire Council
Museums and Galleries NSW	Sydney Alliance Voices for Power
National Library of Australia	Sydney Dogs and Cats Home
NSW Anti-Racism Working Group	Sydney South Planning Panel
NSW Environment Protection Authority	TAFE NSW
NSW Food Authority	Transport for NSW
	Water NSW
	Welcoming Cities Network



## Service Levels

Georges River Council is committed to providing and improving quality services and service levels prioritised by the community and within financial sustainability parameters. Council is committed to a program of service reviews to address ongoing improvements to efficiency, productivity, financial management and governance.

Where community facing services are to be reviewed, community and other stakeholder views will be considered. Georges River Council staff participate in industry events, further education and keep up to date on trends and practices affecting all areas of Council activities. This ensures that our community enjoys a high level of customer service, good practice and leading services.





## Community Vision Statement

A connected community that prioritises diversity, sustainability and green spaces.



## Five pillars to shape our future

Our consultation and review process confirmed and refined the five themes that shape our future plan – we call these five ‘pillars’ as they underpin all our future work. Our five pillars are:



### 1. Our community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.



### 2. Our green environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.



### 3. Our economy

We create a strong, vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.



### 4. Our built environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.



### 5. Our governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

## Supporting Strategies and Plans

### Pillar 1 – Our Community

- Aboriginal and Torres Strait Islander Strategy
- Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS)
- Create Georges River Cultural Strategy
- Customer Experience Charter
- Disability Inclusion Action Plan 2022-2026
- Early Learning Services Strategy 2021-2031
- Events and Festivals Charter
- Georges River 2050 Leading for Change
- Georges River Council Customer Service Strategy 2022-2027
- Georges River Local Housing Strategy 2020
- Georges River LSPS 2040. Local Strategic Planning Statement. February 2020
- Georges River Tidal Inundation Study 2018
- Hurstville City Centre Urban Design Strategy 2018
- Inclusive Housing Strategy and Delivery Program 2020
- Libraries 2030
- Local Strategic Planning Statement 2040 - Implementation Plan. Implementation, Monitoring and Reporting
- Mortdale Local Centre Revised Master Plan 1A
- National Agreement on Closing the Gap
- NSW Implementation Plan for Closing the Gap
- Social Justice Charter
- Waste Management Strategy 2021 - 2040

### Pillar 2 – Our Green Environment

- Biodiversity Study 2018
- Collaboration Area Kogarah Place Strategy, January 2020
- Environmental Resilience Action Plan 2022 – 2040
- Foreshore Scenic Character Study 2021
- Georges River 2050 Leading for Change
- Georges River Council Tree Management Policy, 2024
- Georges River Foreshore Access and Improvement Plan, March 2021
- Georges River LSPS 2040. Local Strategic Planning Statement. February 2020
- Georges River Tidal Inundation Study 2018
- Hurstville City Centre Urban Design Strategy 2018
- Kogarah North Precinct Public Domain Plan 2019
- Kogarah North Urban Design Strategy 2017
- Local Strategic Planning Statement 2040 - Implementation Plan. Implementation, Monitoring and Reporting
- Mortdale Local Centre Revised Master Plan 1A
- Waste Management Strategy 2021 - 2040

### Pillar 3 – Our Economy

- Collaboration Area Kogarah Place Strategy, January 2020
- Collaboration Area Kogarah Place Strategy, January 2020
- Employment Land Study 2017
- Georges River 2050 Leading for Change
- Georges River Car Parking Strategy and Position Paper May 2020
- Georges River Commercial Centres Strategy 2020
- Georges River Council Economic Development Strategy. Georges River: Places for working business and lifestyle 2018 - 2022
- Georges River Council Night Time Economy Study
- Georges River Council Smart Places Roadmap
- Georges River Industrial Land Review 2018
- Georges River Innovation Strategy
- Georges River Local Housing Strategy 2020
- Georges River LSPS 2040. Local Strategic Planning Statement. February 2020
- Hurstville City Centre Transport Management and Accessibility Plan (TMAP) 2018
- Hurstville City Centre Urban Design Strategy 2018
- Hurstville Heart of the City. Place Strategy
- Inclusive Housing Strategy and Delivery Program 2020
- Kogarah Health Education and Innovation Precinct Investment Attraction, Vision and Strategy
- Kogarah North Precinct Public Domain Plan 2019
- Kogarah North Urban Design Strategy 2017
- Local Strategic Planning Statement 2040 - Implementation Plan. Implementation, Monitoring and Reporting
- Mortdale Local Centre Revised Master Plan 1A
- River Rail – Kogarah to Parramatta Rail Link May 2020
- The Southern Aerotropolis – The Future of Sydney Rediscovered

### Pillar 4 – Our Built Environment

- CINAAS
- Foreshore Scenic Character Study 2021
- Georges River 2050 Leading for Change
- Georges River Car Parking Strategy and Position Paper May 2020
- Georges River Council Our Smart Places Roadmap
- Georges River Development Control Plan
- Georges River Foreshore Access and Improvement Plan, March 2021
- Georges River Local Environmental Plan (LEP) 2021
- Georges River Local Housing Strategy 2020
- Georges River LSPS 2040. Local Strategic Planning Statement. February 2020
- Georges River Tidal Inundation Study 2018
- Graffiti Management Framework
- Hurstville City Centre Transport Management and Accessibility Plan (TMAP) 2018
- Hurstville City Centre Urban Design Strategy 2018
- Hurstville Civic Precinct Master Plan
- Inclusive Housing Strategy and Delivery Program 2020
- Interim Community Property Strategy 2020 – 2023
- Kogarah Health Education and Innovation Precinct Investment Attraction, Vision and Strategy
- Kogarah North Precinct Public Domain Plan 2019

- Kogarah North Urban Design Strategy 2017
- Libraries 2030
- Local Strategic Planning Statement 2040 - Implementation Plan. Implementation, Monitoring and Reporting
- Mortdale Local Centre Revised Master Plan 1A
- Open Space Acquisition – Property Acquisition and Disposal Policy 2022
- Open Space, Recreation and Community Facilities Strategy 2019 – 2036
- Strategic Asset Management Framework
- Strategic Asset Management Framework

### **Pillar 5 – Our Governance**

- Community Engagement Strategy 2023 -2033
- Enterprise Risk Management Strategy
- Georges River 2050 Leading for Change
- Georges River Council Property Asset Strategy and Business Plan 2017
- Our Inclusion Strategy
- Our People Plan
- Proactive Release Strategy 2025

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## Pillar 1: Our Community

The Georges River LGA is a safe, connected and vibrant community that celebrates its rich heritage and diversity. With nearly half of our population born overseas and a local Aboriginal and Torres Strait Islander community, we are connected to cultures from around the world, resulting in a community of harmonious local lifestyles.

Our residents take pride in honouring and preserving our diverse heritage, creating a strong sense of belonging through the traditions we uphold, the harmony in which we live and the food we share. This cultural diversity fuels a vibrant environment of creativity and all aspects of the arts.

We are committed to social equity and ensuring that everyone has access to the services and facilities they need to live supported, fulfilling lives. Our area provides for the health and wellbeing of people of all ages, life stages and lifestyles. Accessible local facilities and spaces offer community-based activities and events, ensuring that all individuals can participate and engage.

Safety and care are at the heart of our community with a particular focus on protecting and nurturing children. Truly including people who are most vulnerable is very important and we are welcoming to individuals and families. Our community is where everyone can connect, belong, learn and grow.



## Long-term Goal for Our Community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.

Strategies to achieve our goal	Responsible agencies & groups
<ul style="list-style-type: none"> <li>• Provide and support community events that connect people and reflect the diversity of our communities.</li> <li>• Provide a range of accessible services, facilities and programs that respond to social issues and foster community wellbeing.</li> <li>• Provide a range of services, programs and facilities that address the needs of local people of all ages, and through all stages of life.</li> <li>• Provide and support programs that promote arts and culture.</li> <li>• Provide programs, services and activities that address health and safety issues.</li> <li>• Provide programs, services and activities that support knowledge sharing and life-long learning.</li> <li>• Provide programs and events that promote, support and celebrate local heritage and history.</li> <li>• Provide positive experiences across all customer interactions for our community and visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Georges River Council</li> <li>• Allawaw Aboriginal Corporation</li> <li>• Kurranulla Aboriginal Corporation</li> <li>• Australian Government Department of Health, Education</li> <li>• NSW Health - South East Sydney Local Health District</li> <li>• NSW Department of Education</li> <li>• The Australian Children's Education and Care Quality Authority</li> <li>• Office of the Children's Guardian</li> <li>• NSW Ombudsman</li> <li>• TAFE NSW</li> <li>• State Library of NSW</li> <li>• National Library of Australia</li> <li>• Australian Museums and Galleries Association</li> <li>• National Disability Insurance Scheme Providers</li> <li>• Community not-for-profit organisations</li> <li>• NSW Department of Family and Community</li> <li>• Creative Australia</li> <li>• Create NSW</li> <li>• Transport for NSW</li> <li>• Multicultural NSW</li> <li>• Culture and creative industries</li> <li>• NSW Ambulance Service</li> <li>• Fire and Rescue NSW State</li> <li>• NSW Rural Fire Service</li> <li>• NSW Police</li> <li>• The Georges River Community</li> <li>• Heritage NSW</li> </ul>



## How we will Measure our Progress

### Pillar 1 Our Community

What we will measure	Target
Resident satisfaction with the quality of life in our local government area	93%
Resident satisfaction of living in a community	67%
Residents' perception of safety	71%
Resident satisfaction that the arts, entertainment and culture are well catered for in the local government area	42%
Residents' satisfaction with heritage conservation	45%
Satisfaction with customer experience	80%
Resident satisfaction that health services are sufficient	47%
Resident satisfaction with Council's services and facilities being accessible	New measure

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## Pillar 2: Our Green Environment

Our local environment is essential for the wellbeing of both our planet and our community. However, the impacts of climate disruption are already being felt, with extreme weather events becoming the 'new normal.' To adapt to this reality, we must prioritise preparedness, resilience, and collective action to reduce emissions and mitigate further harm.

Sustainable waste management is a critical part of this effort. By embracing the six R's—rethink, refuse, reduce, reuse, repair, and recycle—we can significantly reduce the environmental burden of waste and reduce the use of forever chemicals (PFAS: per-and polyfluoroalkyl substances).

Cleaner waterways not only benefit our ecosystems but also enhance their enjoyment and accessibility for everyone.

Our community aspires to a greener, healthier urban environment. This requires a commitment to planting new trees and shrubs while preserving mature trees, which are invaluable due to their decades-long growth and irreplaceable ecological benefits. Equally, safeguarding our biodiversity by protecting endemic flora and fauna is crucial for maintaining the balance of our ecosystems.

Priorities include energy and water efficiency in all sectors of our community: government, not for profits, business and private homes.

The time to act is now. Sustainable practices, decisive action, and a shared commitment to change are essential to creating a healthier, more accessible environment that supports biodiversity and protects our precious waterways for future generations. Maintaining the status quo is no longer an option—we must work together to secure a sustainable future.



## Long-term Goal for Our Green Environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.

Strategies to achieve our goal	Responsible agencies & groups
<ul style="list-style-type: none"> <li>Identify and apply initiatives to reduce energy and water usage.</li> <li>Ensure that waste is managed as a resource with minimal negative impacts from its disposal.</li> <li>Encourage local communities to participate in environmental protection and sustainability initiatives.</li> <li>Develop and implement policies and procedures that embed resilience principles to address risks arising from natural disasters such as bushfires, flooding and extreme weather events.</li> <li>Implement programs and activities to ensure that local bushland and waterways are healthy and biodiverse.</li> <li>Adopt and promote measures to increase the tree canopy, bushland and reinstate our biodiversity including endemic flora and fauna.</li> </ul>	<ul style="list-style-type: none"> <li>Georges River Council</li> <li>Local and regional environmental groups</li> <li>Sydney Water</li> <li>Office of Environment and Heritage</li> <li>NSW National Parks and Wildlife Service NSW</li> <li>Environment Protection Authority</li> <li>NSW Department of Climate Change, Energy, the Environment and Water</li> <li>State Emergency Service (SES)</li> <li>Georges River RiverKeeper</li> <li>Aboriginal Land Council</li> <li>NSW Rural Fire Service</li> <li>The Georges River Community</li> <li>NSW Planning</li> <li>NSW Fire and Rescue</li> <li>NSW Fisheries</li> </ul>

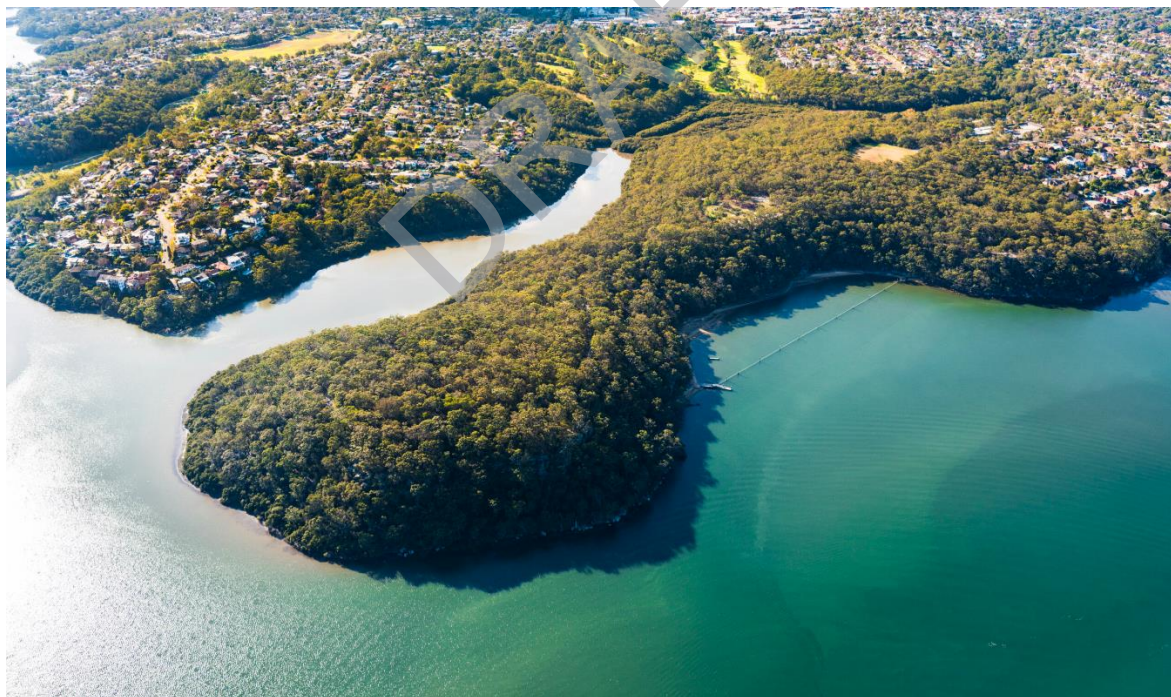




## How we will Measure our Progress

### Pillar 2 Our Green Environment

What we will measure	Target
Greenhouse gas emissions from Council operations	Net zero target carbon emissions by 2025
Proportion of all waste diverted from landfill	75%
Health rating of Georges River overall estuary	Good (A to B+)
Local tree canopy	40% tree cover including mangroves by 2038
Resident satisfaction with the quality and quantity of open spaces	37%





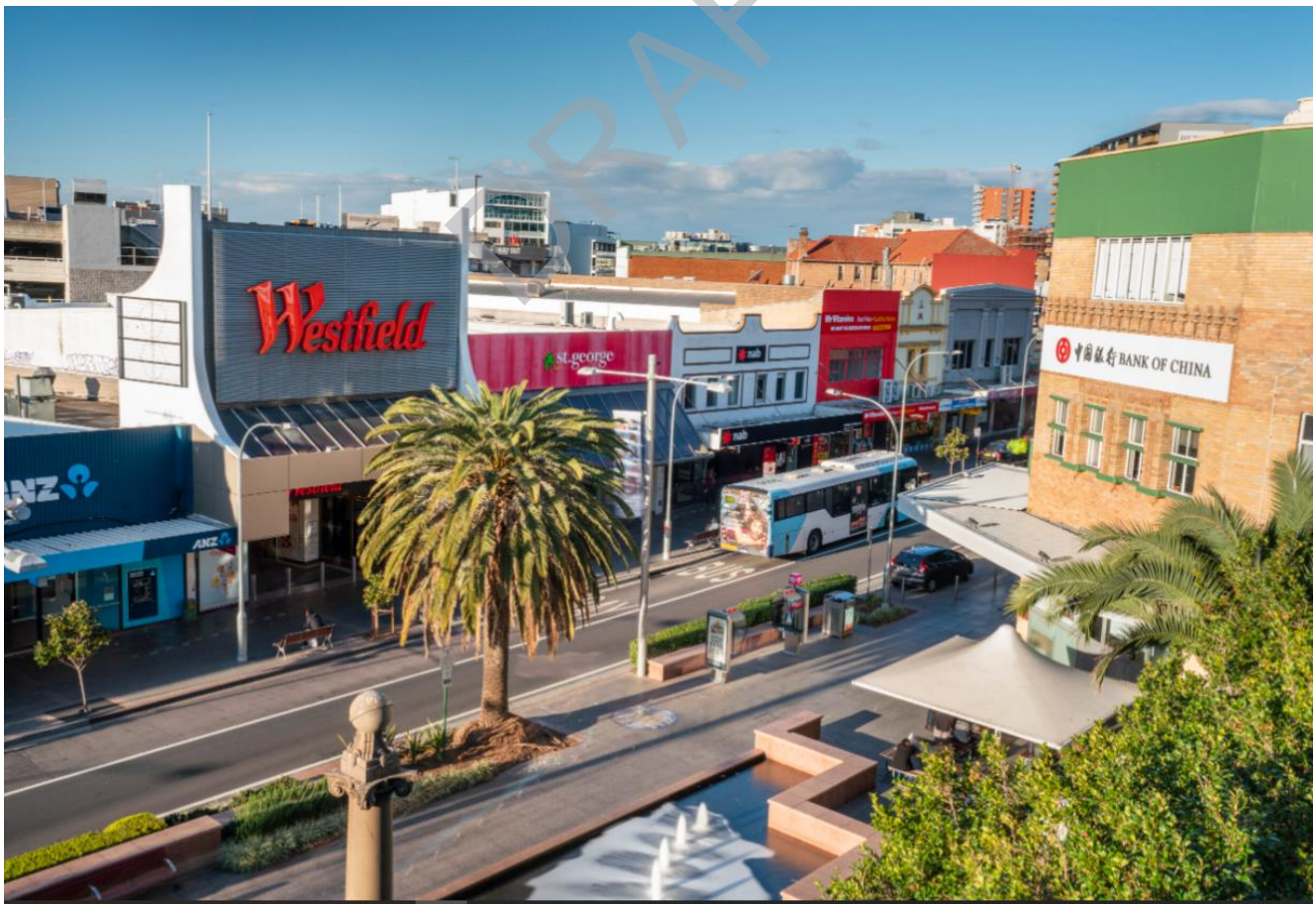
## Pillar 3: Our Economy

Our local economy is strong and our community supports local businesses, develops and enhances existing jobs, and creates new employment opportunities. There is a desire to grow the night-time economy by providing diverse opportunities for residents and visitors. A focus on the economic outcomes of key sectors and locations will maximise our potential.

The community values clean, attractive, and safe public spaces, town centres and well-maintained amenities. We will activate spaces with place-based events and activities, creating, lively, engaging environments. The vibrancy and aesthetic appeal will be enhanced through greening and planting initiatives contributing to a cleaner, greener more sustainable urban landscape.

Georges River local government area aspires to be a place where residents can easily access jobs, services, and amenities within a short commute. This approach prioritises smart urban planning, improved public transport, and walkable, connected neighbourhoods, reducing travel times and enhancing the overall quality of life.

Through local job creation, innovative urban design, and sustainable practices, we are building a future that harmonises economic development, environmental stewardship, and community wellbeing.



The Plan – 2025 – 2035

## Long-term Goal for our Economy

We create a strong, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.

Strategies to achieve our goal	Responsible agencies & groups
<ul style="list-style-type: none"> <li>• Support local businesses to help protect jobs and create employment opportunities.</li> <li>• Identify and implement initiatives to grow the night-time economy across the council area.</li> <li>• Maintain local town centres and public spaces to ensure they are clean, attractive and safe for local communities and visitors.</li> <li>• Encourage and support place-based events and activities to activate town centres.</li> <li>• Implement greening and planting initiatives in town centres.</li> <li>• Protect employment growth and services during land rezoning processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Georges River Council</li> <li>• Local Chambers of Commerce</li> <li>• Local business and major employers</li> <li>• NSW Planning</li> <li>• NSW Department of Industry</li> <li>• The Georges River Community</li> <li>• Destination NSW</li> </ul>

# How we will Measure our Progress

## Pillar 3 Our Economy

What we will measure	Target
Proportion of local jobs for local residents	34.7%
Growing number of local businesses in Georges River LGA	>17152
No net decrease in commercial, retail and industrial zoned / employment land capacity	115.56h employment lands/retail and industrial





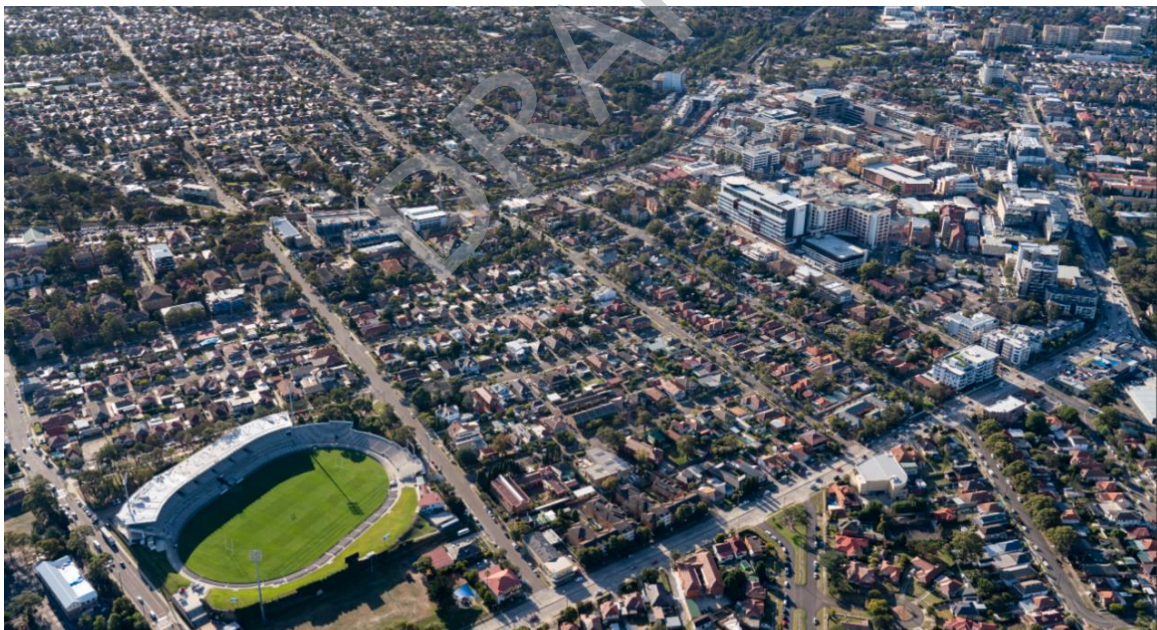
## Pillar 4: Our Built Environment

While our built environment is well established, our community wants a high-quality, affordable, and sustainable built environment that supports a growing population, providing diverse housing options, recreation spaces, and accessible amenities.

The NSW Government sets targets to increase the number of homes in our area to accommodate the growing Sydney population and our community wants development processes that align with local planning goals, state planning objectives, and community priorities, ensuring affordable, sustainable, and high-quality growth. There is a strong desire for policies and initiatives that increase housing diversity and choice, making the area more livable for all.

The community values quality design and sustainability in development, with a focus on ensuring these principles are consistently applied. Connectivity and accessibility are priorities, with a demand for improved public transport options, including trains and buses, as well as safe, connected footpaths and cycleways.

Maintaining high standards for public parks, facilities, and open spaces is important to the community, with a focus on providing diverse recreational options that meet both active and passive needs, promote health and wellbeing, and foster a strong sense of community.





## Long-term Goal for Our Built Environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.

Strategies to achieve our goal	Responsible agencies & groups
<ul style="list-style-type: none"> <li>• Manage development assessment processes to reflect the intent of local planning instruments, state planning objectives, and community priorities.</li> <li>• Create local policies and initiatives to encourage a greater supply of housing diversity, quality design and sustainability principles.</li> <li>• Plan and provide a range of appropriate public transport services such as train and bus services.</li> <li>• Plan, maintain and improve safe and connected roads, footpaths and cycleways.</li> <li>• Plan, maintain and manage public parks, facilities and open spaces to provide diverse active and passive recreation options.</li> <li>• Plan for and manage collaboratively with the three spheres of government to improve community assets and facilities.</li> <li>• Manage and maintain community access to local waterways and bushland.</li> <li>• Prioritise investment in infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Georges River Council</li> <li>• Transport for NSW</li> <li>• NSW Sport and Recreation</li> <li>• Local Sport and Recreation Clubs</li> <li>• Housing NSW</li> <li>• Roads and Maritime Services</li> <li>• Transport providers</li> <li>• Ausgrid</li> <li>• The Georges River Community</li> <li>• Georges River Local Planning Panel</li> <li>• Sydney South Planning Panel</li> <li>• Landcare</li> <li>• Office of Sport</li> <li>• Australian Department of Health and Aged Care</li> </ul>

## How we will Measure our Progress

### Pillar 4 – Our Built Environment

	Target
Resident satisfaction with well-planned and well managed development	33%
Approved additional dwellings	6,300 increase in dwellings by 2029
Resident satisfaction with reliable NSW Government public transport	55%
Average resident satisfaction with the condition of local roads, footpaths and cycleways	74%
Average resident satisfaction with the provision of parks, playgrounds, reserves and sporting fields	91%
Average condition of the local road network*	1.62*
Average condition of footpaths*	2.63*

\*Condition rating 1-5 where 1 is very good and 5 is very poor.



## Pillar 5: Our Governance

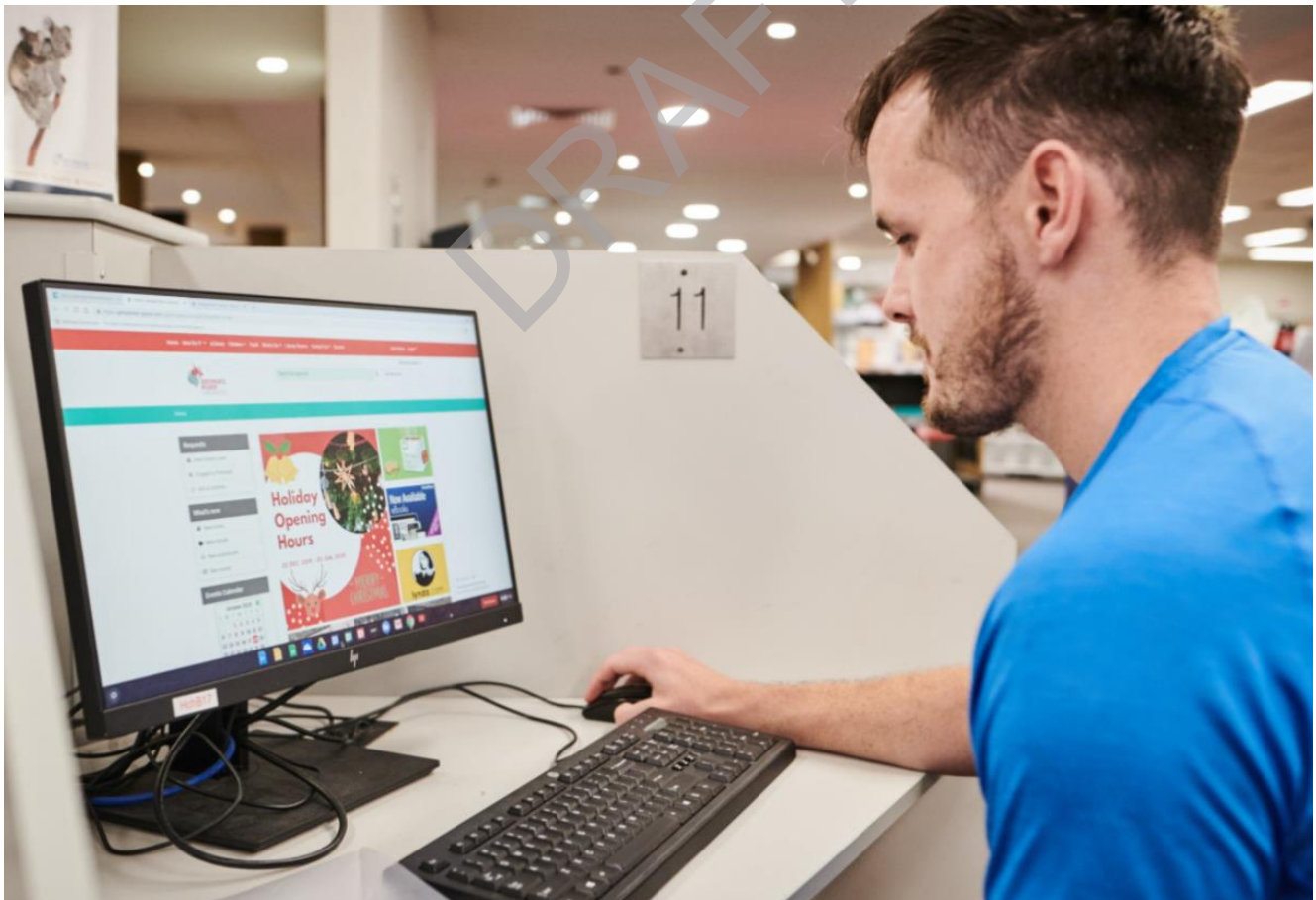
Our community deserves the highest standards of ethical behaviour and accountability in all aspects of governance. Our elected officials and public servants are committed to making decisions that are not only responsible but also sustainable, ensuring financial stability and long-term wellbeing for the community.

Our community wants a governance model that prioritises ethical, accountable decision-making and values the voice of our diverse, engaged residents and visitors. We ensure that residents are consulted and actively engaged in decisions that impact their lives.

This includes collaboration with all levels of government, the private sector, and non-government organisations on projects, initiatives, and issues that affect our community.

It is essential that all levels of government make decisions that are based on evidence, with careful consideration of financial sustainability, environmental impacts, and long-term consequences for future generations. Transparency in decision-making is crucial, and the rationale behind decisions must be clear and accessible to the community.

We are committed to fostering a diverse and engaged workforce that reflects the communities we serve. Through ethical leadership, inclusivity, and collaboration, we aim to serve the aspirations of our community, protect the environment, and build a prosperous future for all.



## Long-term Goal for our Governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, guided by the voices of our diverse community.

Strategies to achieve our goal	Responsible agencies & groups
<ul style="list-style-type: none"> <li>• Ensure all levels of government consult and engage the community on projects, initiatives and issues which have an impact on their lives.</li> <li>• Implement a governance framework that covers ethical behaviour, financial management including procurement, risk management and access to information.</li> <li>• Maintain a sustainable financial position balanced with demand for services and new projects by evaluating the long-term financial impacts of decisions and ensuring the current generation adequately funds the services it consumes.</li> <li>• Undertake effective management of digital frameworks to enable responsive and timely services and information and protect privacy.</li> <li>• Implement leading people practices to create a high performing, capable and resilient workforce.</li> <li>• Ensure decision making is evidence based.</li> </ul>	<ul style="list-style-type: none"> <li>• Georges River Council</li> <li>• NSW Office of Local Government</li> <li>• Southern Sydney Region of Councils (SSROC)</li> <li>• Department of Premier &amp; Cabinet</li> <li>• NSW Electoral Commission</li> <li>• State and Federal Members of Parliament</li> <li>• NSW Treasury</li> <li>• Safework NSW</li> <li>• Audit Office NSW</li> <li>• Insurance Regulatory Authority</li> <li>• The Georges River Community</li> <li>• Office of Local Government</li> <li>• Independent Commission Against Corruption</li> <li>• Privacy Commission</li> </ul>

## How we will Measure our Progress

What we will measure	Target
Participants on Your Say Georges River	2500
Satisfaction with Council's overall performance	90%
Resident satisfaction with Council's decision-making in the interest of the community	74%
Average resident satisfaction with the level of communication (informing, involving and responding) Council has with the community	73%



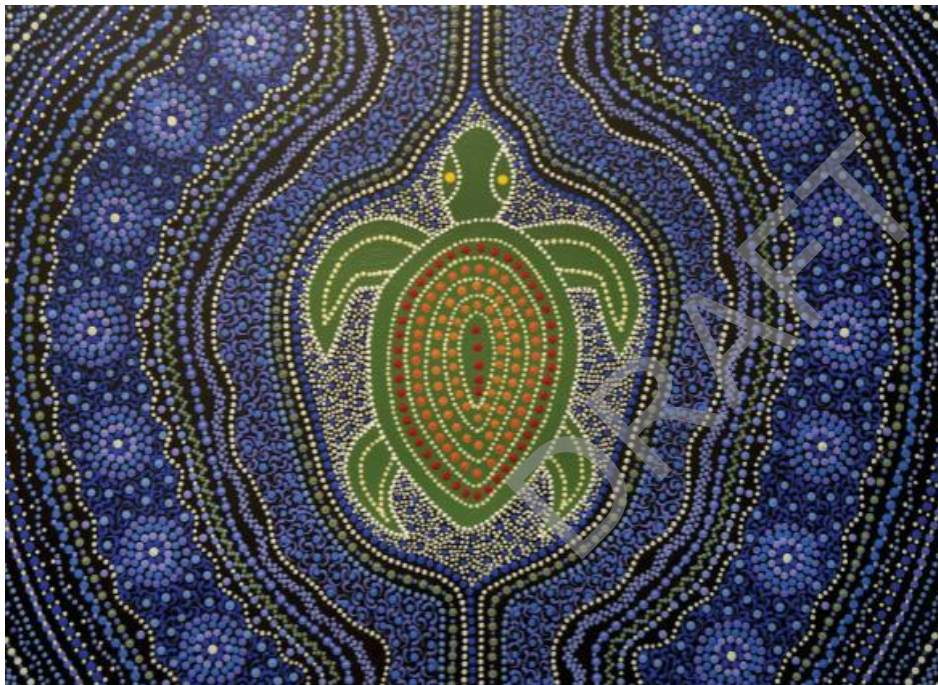
# Community Strategic Plan 2025-2035

[georgesriver.nsw.gov.au](http://georgesriver.nsw.gov.au)



**DRAFT**  
**Georges River**  
**Council**  
**Delivery Program**  
**2025-2029**  
**Operational Plan**  
**2025-2026**

## Acknowledgement of Traditional Owners



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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# Our vision, mission and values

## Our Vision

A connected community that prioritises diversity, sustainability and green spaces.

## Our Mission

A leading, people-focused organisation delivering 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.



# Our Georges River Community

## Population

Our estimated resident population for 2023/24 was:

- 158,501 people, an increase of 4.12 percent or 6,269 persons since 2022.
- The population density is 4,121 persons per square kilometre.
- Our population forecast for 2046 is 184,426.

## Demographics

In 2023/24\* our area had:

- Lower proportion of children under 17 (19 percent vs 21.8 percent for Greater Sydney)
- Higher proportion of persons aged 60+ (23.2 percent vs 20.5 percent for Greater Sydney)
- 46 percent of the people in our area were born overseas, compared with 38.6 percent in Greater Sydney
- The largest overseas country of birth was China, with 21,125 persons or 13.9 percent of our population, compared with 4.6 percent for Greater Sydney.
- The second largest overseas country of birth was Nepal with 8,748 persons or 5.7 percent, and 2.4 percent from Hong Kong.
- The largest changes in countries of birth were a net gain of 3,938 persons from Nepal, 540 persons from the Philippines and 275 persons from Brazil and a loss of 2,529 people born in China since the 2016 Census.
- Aboriginal and Torres Strait Islander population represented 0.7 percent of Georges River's population in the 2021 Census.

## Languages

In our area:

- 53.2 percent of people spoke a language other than English at home in 2021.
- Mandarin was spoken at home by 12.8 percent of the population and Cantonese by 9.4 percent, making the Chinese languages the most common languages spoken at home, with a combined 22.2 percent of the population speaking Chinese languages at home.
- Those speaking Nepali is 5.7 percent of the population and it is now the third most spoken language at home after Mandarin and Cantonese.
- Greek is spoken at home by 5.2 percent of the population.
- Arabic is spoken at home by 3.7 percent of the population.

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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### Economy

In our area:

The Georges River economy sustained 48,502 local jobs, with 82,605 employed residents in 2023 an increase of 3.7 percent and 6.2 percent respectively.

- Of the 48,502 total local workers in our area, 44.5 percent are males and 55.6 percent are female, based on the 2021 Census.
- There were 16,624 local businesses a decrease of 80 local businesses, with the largest industry (by employment) being health care and social assistance, generating 48,502 local jobs.
- Health care and social assistance also had the greatest change in number of employed people between 2022/23 generating 14,490 local jobs.
- The amount of wealth generated by businesses, organisations and individuals working in the area is the gross regional product (GRP), which was estimated to be 8.47 billion in the year ending June 2023, a 1.31 percent increase from the previous year, and which represents 1.15 percent of the state's gross state product (GSP).

### Housing

- There were 58,430 total dwellings.
- 49% of dwellings were medium and high density.
- 32% of our residents were renting and the median rent was \$450.
- 30% of dwellings had a mortgage with a median weekly mortgage repayment of \$570.

### Transport

- 31% of residents using are using public transport to get to work.

### Education

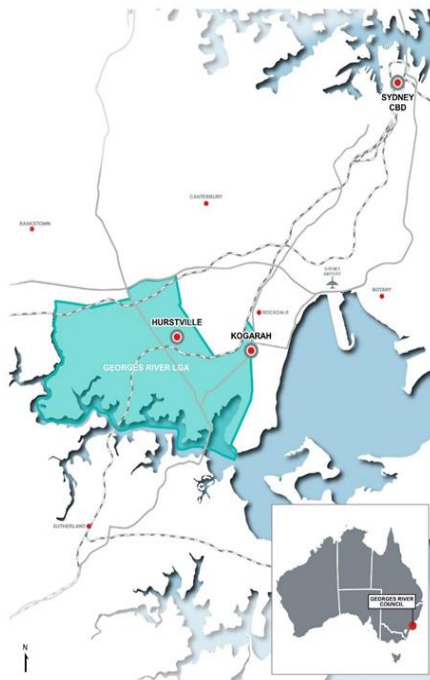
- 34% of residents have a university or higher education.

*\*Based on the 2021 Census figures.*



## About the Georges River Local Government Area

**The Bidjigal people of the Eora Nation are the original inhabitants and custodians of all land and water in the Georges River Local Government Area.**



Located in Sydney's south, the Georges River Local Government Area consists of 38 square kilometres, and includes the suburbs of:

Allawah, Beverly Hills, Beverley Park, Blakehurst, Carlton, Carss Park, Connells Point, Hurstville, Kingsgrove, Kogarah, Kogarah Bay, Lugarno, Mortdale, Narwee, Oatley, Peakhurst Heights, Peakhurst, Penshurst, Riverwood, Sans Souci and South Hurstville.

The Georges River area offers extraordinary lifestyle benefits, from the waterways of the Georges River to remnant bush, tidal baths and open spaces such as Carss Bush Park, Oatley Park and sporting facilities such as Jubilee Stadium, Gannons Park, Hurstville Oval and Olds Park. The St George Illawarra Dragons are the local Rugby League team and the Sydney Football Club have adopted Jubilee Oval as a major venue, so there is plenty of high-level football action for all to enjoy. Aboriginal people cared for the land for many millennia, and the world now lives in Georges River in that people from all over the world call Georges River home. Some **one hundred and nine different nationalities** are represented in Georges River, and **46% of our residents were born overseas**. Our diversity is highly valued in our community and **53.2%** of our residents speak a language other than English at home. Our centres offer a unique array of dining and shopping

experiences. You can 'eat the world' in Georges River, from exceptional Chinese eateries to Nepalese and Greek influenced dining experiences to the now famous Australia-wide



Our diversity is highly valued in our community and **53.2%** of our residents speak a language other than English at home.

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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local cinnamon scrolls. The Georges River area has homes of all sizes and types to offer unmatched quality of life and affordability. Majestic waterfront properties to convenient, centrally located apartments near transport and eat streets are all available. The area offers a unique quality of life regardless of age, family circumstances or life stage in a safe, welcoming and friendly environment.

Our major centres include Kogarah, a major medical hub with St George Hospital, a major teaching hospital and trauma centre for the southern part of NSW and substantial medical research facilities including the only Microbiome Research Centre in Australia. Hurstville is the retail and civic centre of our area, providing a wide variety of shopping and dining experiences and services including Council and NSW Government service centres.



The Australian Bureau of Statistics Estimated Resident Population (ERP) official 2024 population figure for Georges River Local Government Area was **161,593** people living in **58,430 dwellings**.

**One hundred and nine different nationalities** are represented in Georges River, and **46% of our residents were born overseas**.



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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# Message from the Mayor

I am pleased to present Georges River Council's Delivery Program 2025-2029 along with the Operational Plan and the Resourcing Strategy for the 2025-2026 financial year.

The Delivery Program is the work Council will do to deliver on the Community Strategic Plan over the next four years. The Operational Plan and the Resourcing Strategy states what we need to do, and aligns resources, in the first year. These are the goals, strategies, and actions for the year ahead.

We are Sydney's Connected Community. Council remains focussed on delivering responsible and efficient services, support and amenities through community participation, strong leadership, and strategic planning for our city's future.

We continue to support our established city centres at Hurstville and Kogarah, enhancing their role as vibrant hubs for community activity and economic growth.

Georges River is a community of culture and connection. Our key festivals and events continue to attract local and visitor participation. We proudly host Australia's largest Eurovision Live Broadcast Party, celebrating a vibrant mix of cultures and bringing together generations in a shared love of music and tradition. Our Lunar New Year Festival continues to trend upwards with tens of thousands of locals and visitors sharing the experience.

Our events, loved by our local community also reflect that Georges River is a resilient and cohesive community, and we will continue to celebrate and build on our community pride and international visibility.

Georges River's identity is supported by a strong and vibrant local economy, with leading businesses and organisations in healthcare, construction and retail. Our vision to bring in new and support existing industries will be underpinned by forward-thinking strategy, collaboration with business leaders, and connection with key knowledge bases and education bodies.

Business Chamber South act as a bridge between businesses and Council. We recognise the importance of our strategic partnership in driving local business and community-led initiatives. We continue to collaborate in the delivery of its annual Job and Skills Expo, Spark Festival, and International Women's Day events.



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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Our Grants and Donations program invests in local initiatives, funding community-based outcomes and benefits. This ongoing contribution empowers grassroots organisations to support socially mindful intervention and activation at the local level.

Council has endorsed our Aboriginal and Torres Strait Islander Strategy, a significant document that outlines our commitment to reconciliation and cultural recognition. Guided by our Aboriginal and Torres Strait Islander Advisory Committee, this strategy will guide our efforts to build stronger relationships with Aboriginal and Torres Strait Islander communities and promote cultural awareness throughout Georges River.

Open spaces and environmental sustainability are key priorities for Georges River. Enhancing the accessibility and equitable use of our open spaces, parks and facilities will be a focus for Council.

We have commenced long-term planning for the future of the Jubilee Stadium Precinct, ensuring responsible management of this premium facility and its continued contribution to community life. Council has also commenced the Project Agreement with the Office of Sport for the rebuild of Carss Park Pool.

We will increase tree canopy, restore bushland, and revitalise native ecosystems. Our work continues to reinstate our biodiversity including endemic flora and fauna, enhancing the beauty and liveability of our area.

We will continue to implement initiatives that facilitate environmental awareness and education, and partner with community to achieve our environmental targets.

As we move forward, we are focused on advocating for our community. Our active advocacy continues for NSW Government housing reforms to be supported by critical infrastructure investment, along with robust protections for heritage and biodiversity, for a more community-focused and sustainable approach.

We are dedicated to creating a more accessible, green, diverse, and innovative Georges River area, aligning with our 2050 Vision. This vision ensures a brighter future for both our community and local economy.



Elise Borg  
**Mayor**



## Message from the General Manager

I am proud to present Georges River Council's Delivery Program 2025-2029 and Operational Plan 2025-2026, which outlines our four-year plan and our key initiatives and financial commitments for the coming year. This plan is designed to build a community that is economically strong, environmentally responsible, socially connected, and culturally vibrant.

Our community is environmentally conscious, actively engaged in recreational activities, and proactive in enhancing greening and sustainability across the Georges River area. We remain committed to reducing urban heat island effects, protecting biodiversity, and maintaining our parks and open spaces. We have achieved 100 per cent renewable energy for council facilities three years ahead of schedule, underscoring our commitment to net zero emissions for Council operations.

We are cultivating tourism growth that aligns with our community identity and environmental values. By positioning Georges River as a premier cultural destination, we continue to support and expand local festivals, events, and activations that showcase our unique cultural heritage on both local and global stages.

The 2025-2026 Budget demonstrates our continued commitment to sound financial management, achieving a budget surplus for the fourth consecutive year. This ensures we are not only meeting our legislative obligations but also maintaining our financial sustainability with a strategic long-term perspective.

By balancing our operational requirements with responsible financial practices, we are building resilience while forecasting growth to better serve our community for years to come.

Our revised 2025-2026 Capital Program will continue to deliver meaningful benefits to our community. These capital works directly align with our comprehensive Resourcing Strategy and Long-Term Financial Plan, with clearly identified funding sources for each initiative. Each project has been assessed against strategic criteria to ensure it provides maximum community benefit and represents responsible use of public funds.




Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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The 2025-2026 Operational Plan integrates with our broader planning framework, linking to our Plans of Management, Master Plans, and strategic documents. We have ensured alignment with Council's Environmental Resilience Action Plan 2022-2040, reinforcing our commitment to addressing climate challenges and embedding environmental sustainability across all operations.

Through these initiatives, the 2025-2029 Delivery Program and 2025-2026 Operational Plan represent pivotal steps toward securing Georges River's position as an environmentally conscious and forward-thinking city, where community well-being, cultural vibrancy, and environmental stewardship merge to create a thriving future for all residents.



David Tuxford  
General Manager



# Our Councillors

## Blakehurst Ward



Councillor Oliver Dimovski  
[odimoski@georgesriver.nsw.gov.au](mailto:odimoski@georgesriver.nsw.gov.au)  
M: 0456 897 528



Councillor Kathryn Landsberry  
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M: 0419 984 934



Councillor Natalie Mort  
[nmort@georgesriver.nsw.gov.au](mailto:nmort@georgesriver.nsw.gov.au)  
M: 0499 522 200

BLAKEHURST WARD



## Hurstville Ward



Deputy Mayor Councillor Nancy Liu  
[nliu@georgesriver.nsw.gov.au](mailto:nliu@georgesriver.nsw.gov.au)  
M: 0400 681 188



Councillor Leon Pun  
[lpun@georgesriver.nsw.gov.au](mailto:lpun@georgesriver.nsw.gov.au)  
M: 0490 388 752



Councillor Ben Wang  
[bwang@georgesriver.nsw.gov.au](mailto:bwang@georgesriver.nsw.gov.au)  
M: 0499 366 888

HURSTVILLE WARD



Kogarah Bay Ward

		
Mayor, Councillor Elise Borg <a href="mailto:eborg@georgesriver.nsw.gov.au">eborg@georgesriver.nsw.gov.au</a> M: 0477 222 089	Councillor Thomas Gao <a href="mailto:tgao@georgesriver.nsw.gov.au">tgao@georgesriver.nsw.gov.au</a> M: 0435 307 232	Councillor Sam Stratikopoulos <a href="mailto:sstratikopoulos@georgesriver.nsw.gov.au">sstratikopoulos@georgesriver.nsw.gov.au</a> M: 0438 750 355

KOGARAH BAY WARD



Mortdale Ward

		
Councillor Tom Arthur <a href="mailto:tarthur@georgesriver.nsw.gov.au">tarthur@georgesriver.nsw.gov.au</a> M: 0432 397 106	Councillor Christina Jamieson <a href="mailto:cjamieson@georgesriver.nsw.gov.au">cjamieson@georgesriver.nsw.gov.au</a> M: 0431 833 609	Councillor to be determined, following resignation of Councillor Ashvini Ambihaipahar

MORTDALE WARD





Peakhurst Ward



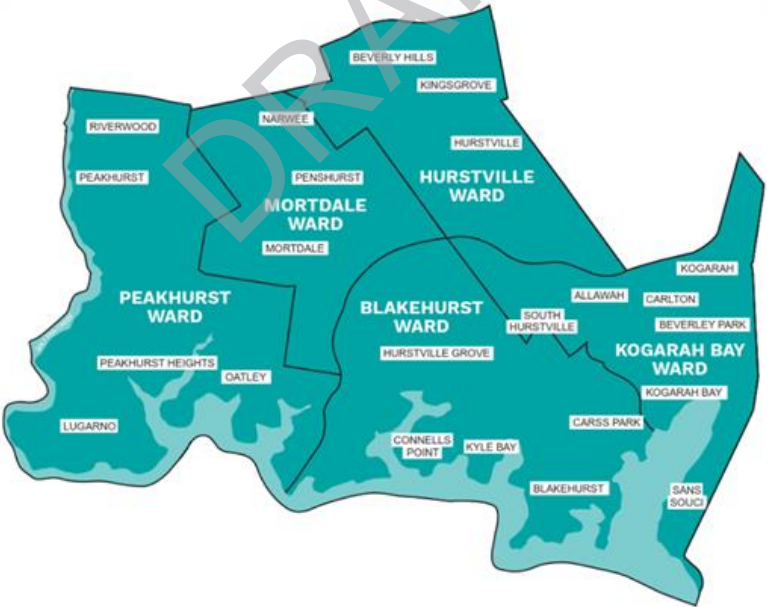
Councillor Matthew Allison  
[mallison@georgesriver.nsw.gov.au](mailto:mallison@georgesriver.nsw.gov.au)  
M: 0400 240 294



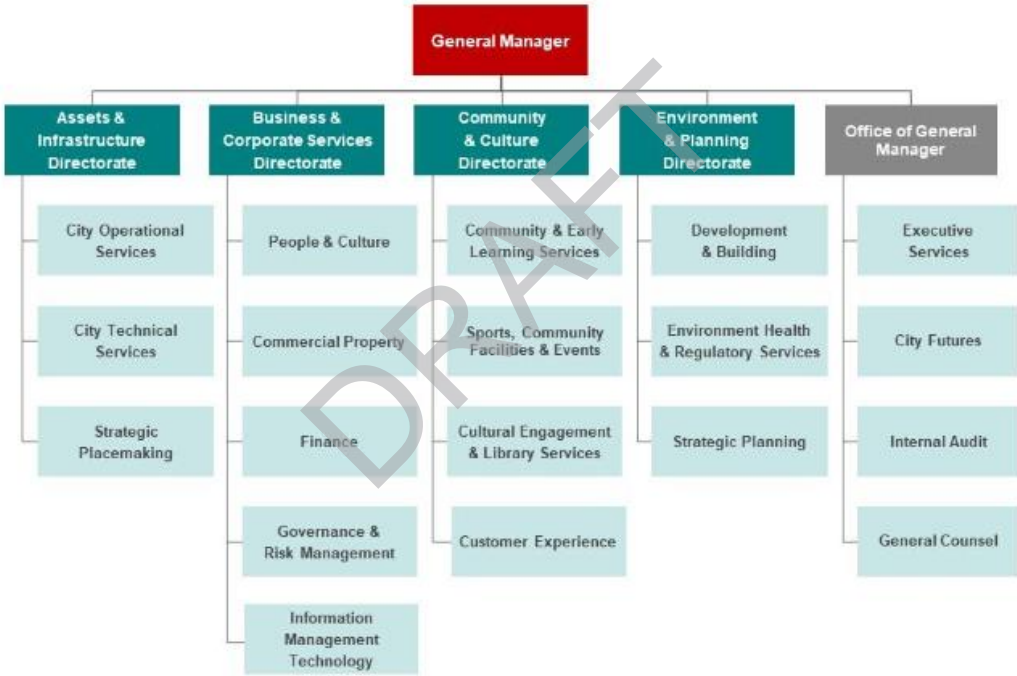
Councillor Elaina Anzellotti  
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Councillor Peter Mahoney  
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Organisational Structure



## Council Services and Service Levels

As the third tier of government, local government is responsible for ensuring local communities run as smoothly and efficiently as possible, with citizens able to access the services and programs they need to live safe and healthy lives.

Local councils have arguably the biggest impact on people's day-to-day lives.

From the roads you use and the footpaths you walk on, to the household waste you produce and the open spaces you visit, council provides an enormous range of services, as well as managing millions of dollars' worth of infrastructure and public assets in your community.

It would be virtually impossible for state and federal governments to provide these essential services to individual communities. That's why local infrastructure and services are best delivered locally.






Georges River Council is committed to providing and improving quality services and service levels prioritised by the community and within financial sustainability parameters. Council is committed to a program of service reviews over the next four years. However, priorities can change and there may be alterations to the program as required.

Where community facing services are to be reviewed, the community's and other stakeholders' views will be explored. Georges River Council staff participate in industry events, further education and keep up to date on trends and practices affecting all areas of Council activities. This ensures that our community enjoys a high level of customer service, good practice and leading services.

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Georges River Council Service Architecture

DIRECTORATE	BUSINESS UNIT		SERVICE												
 ASSETS AND INFRASTRUCTURE	City Operational Services	CBD and Town Centre Cleansing	Civil Works Maintenance	Community Facilities Cleansing and Maintenance	Council Building Maintenance	Council Structure Maintenance	Heavy Vehicle, Plant and Passenger Fleet Maintenance	Local Emergency Management	Open Space Public Play Equipment Safety Audits and Maintenance	Park Maintenance including CBD Gardens	Tree Preservation - Private Tree Permits	Public Toilets Cleaning	Sports Field maintenance	Street and Parks Tree Maintenance	Street Sweeping
	City Technical Services	Bushcare and Bush Regeneration	Capital Works Program Delivery (Major and Minor Capital Works Projects)	Civil Engineering Design	Major Environmental Initiatives										
	Strategic Placemaking	Asset Management	Strategic Asset Management	Traffic and Transport	Traffic Advisory Committee	Permits	Stormwater Management	Placemaking							
 BUSINESS AND CORPORATE SERVICES	Finance	Financial Management	Financial Planning and Analysis	Procurement	Revenue Management										
	Governance and Risk	Corporate Governance	Risk	Access to Information and Privacy	Insurance										
	Information Management and Technology	Records and Information Management	Geographical Information Systems	Digital Services - Information Management	Technology	Business Insights	IMT Improvement and Support								
	People and Culture	People and Performance	People Experience	Payroll	Work Health and Safety (WHS)										
	Strategic Property	Commercial Property Management	Statutory Land/Property Management	Strategic Property Matters											
 COMMUNITY AND CULTURE	Community and Culture	Community and Social Policy	Business Improvement	Financial Assistance Management											
	Community and Early Learning Services	Community Capacity Building	Long Day Care	Preschool											
	Cultural Engagement and Library Services	Library Customer Experience	Library Operations	Library Programs	Cultural Services										
	Customer Experience	Customer Experience Operations	Customer Experience Improvement												
	Sport Community Facilities and Events	Events	Venues for Hire	Sports Fields and Open Space Management	Community Property	Sporting Facilities Contract and Lease Management									
 ENVIRONMENT AND PLANNING	Development and Building	Development Advisory	Building Assessment	Development Assessment											
	Environmental Health and Regulatory Services	Development Compliance	Environment and Sustainability	Environmental Health	Regulatory Services (Rangers)	Regulatory Services (Parking Enforcement)	Waste Management								
	Strategic Planning	Development Contributions	Planning Agreements	Strategic Planning and Policy	LSPS	Plans of management and Master Plans over Council's parks and reserves	Planning Proposal Assessment	Heritage Conservation	Planning Certificates	Maintenance of the GRLEP 2021	Maintenance of the GRDCP2021				
 OFFICE OF THE GENERAL MANAGER	Internal Audit	Internal Audit													
	City Futures	Economic Development	City Marketing	Comms and Engagement											
	Executive Services	Executive Services	Integrated Planning and Reporting												
	Legal Services	Legal Advice	Court Attendance												



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Service Review Program

The 2025-29 Service Review Program is included in our Delivery Program 2025-29. We are undertaking a comprehensive review of nominated Council services to ensure these services are running at an optimal capacity. The service review process goes through many stages including engaging with the key stakeholders to develop sustainable service levels for each service. Service reviews ensure we focus our resources where they are needed most. The listed priority services were identified for the Delivery Program 2025-29 after considering a range of factors including community satisfaction levels, service utilisation, changing/emerging trends, and legislative requirements.

### Delivery in 2024-25:

- Development Application Process
- Bushcare
- Venues and Facilities Management

### Service Review Program 2025-29

#### 2025-26

- Records and Information (Data) Management
- Grants and Financial Assistance
- Fleet

#### 2026-27

- Legal Services
- Asset Management
- Sports field Maintenance

#### 2027-28

- Waste
- Cyber Security
- Events

#### 2028-29

- Sporting Facilities Contract and Lease Management
- Early Learning – Care Options
- Fire Safety Statements

Council is committed to enhancing the customer experience through targeted initiatives. We are actively implementing a range of actions from our Customer Experience Strategy, informed by direct customer feedback, to improve responsiveness, service quality, and overall satisfaction. Our key focus areas include:

- Leveraging technology to simplify processes.
- Making our services more accessible.
- Reinforcing a customer-first approach throughout the organisation.

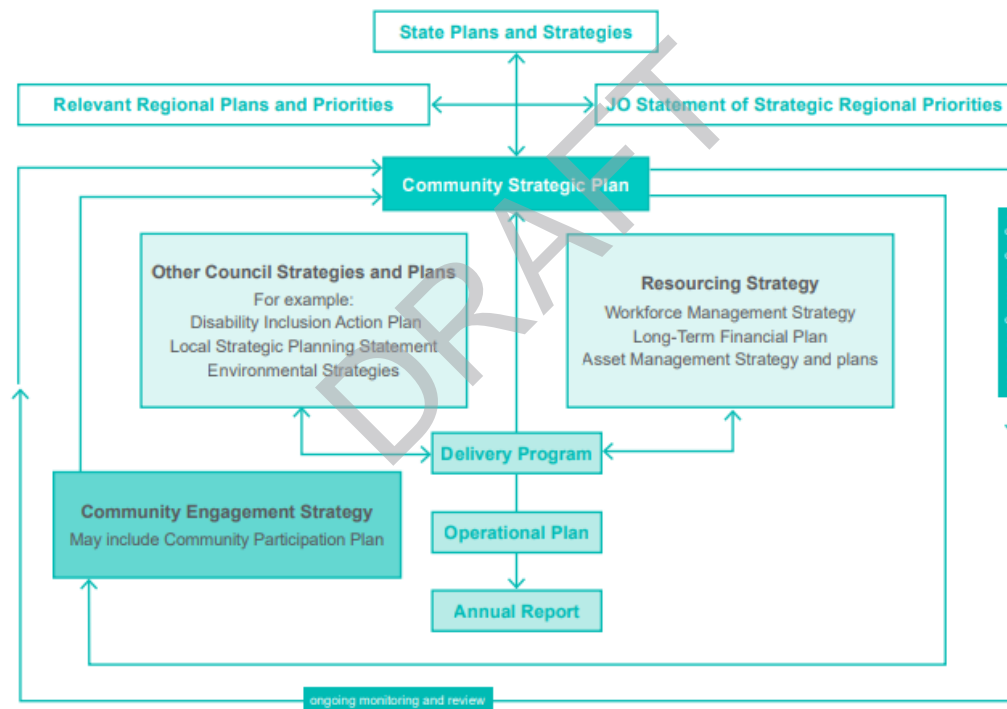
Initiatives include:

- Delivering enhancements to Council's website.
- Use of data to better understand and personalise services to customers.
- Review of current software applications to ensure fit for purpose solutions.
- Provide community capacity building sessions for customers to better understand processes for frequently accessed council services such as Development Applications.
- Review the design of council's customer facing facilities to ensure they are welcoming, functional and accessible range of additional actions to embed a customer centric culture.

These efforts are designed to increase responsiveness, enhance service quality, and ultimately, improve customer and resident satisfaction.

# Integrated Planning and Reporting Framework

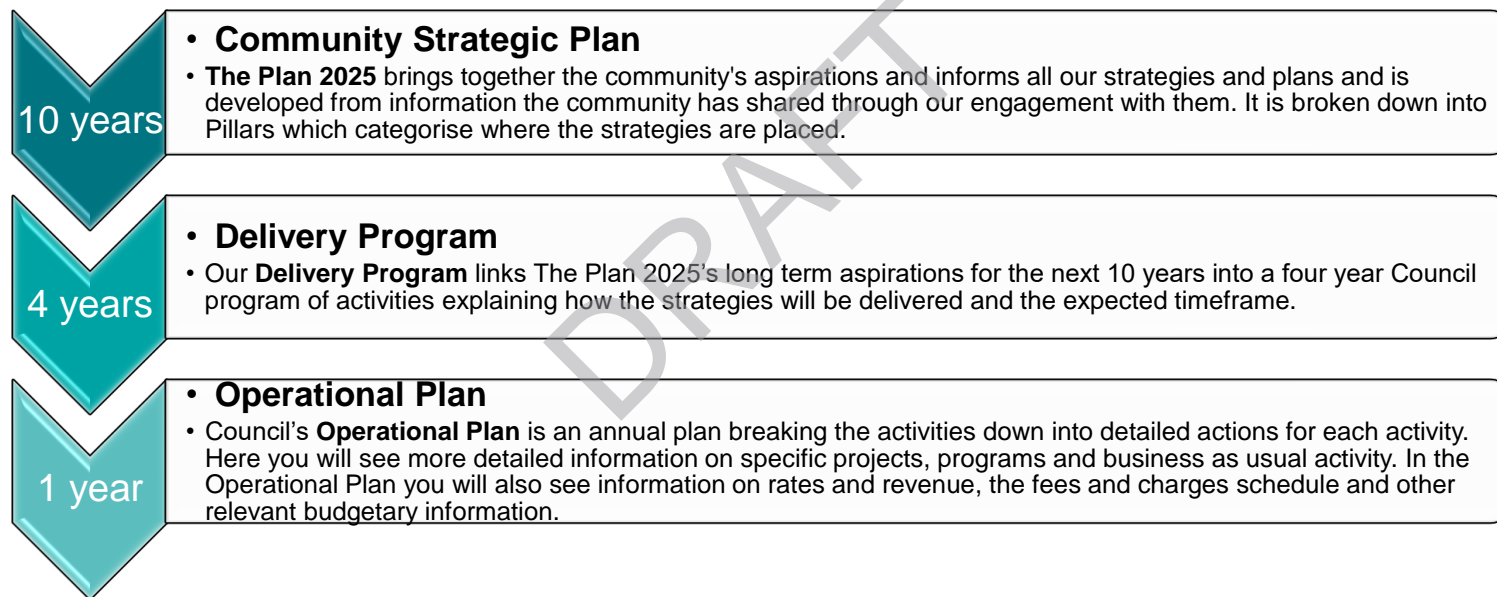
The Integrated Planning and Reporting framework is best described in the following diagram from the NSW Office of Local Government.



## How the documents relate

The suite of integrated planning documents represents Georges River Council's compliance to the statutory framework for planning and reporting. **The Community Strategic Plan 2025 - 2035** (The Plan 2025) is the highest level plan that Council prepares on behalf of our community.

The Integrated Planning and Reporting Framework includes a reporting process to communicate how we are progressing to the Council and the community.



Council takes pride in the vision of "A connected community that prioritises diversity, sustainability and green spaces" and our reporting informs the community on how we have delivered this vision.

## Monitoring and Review

Following an election, Council goes out to the community to review the ten-year Community Strategic Plan (CSP) ensuring the plan continues to reflect the aspirations of the community. Council engages with the community, business, external organisations, government agencies and neighbouring councils to capture their feedback. Our achievements in meeting the strategies included in the CSP is reported after the election period in the State of Our City Report - <https://www.Georges River Council - State of Our City Report>.



To deliver on the strategies in the CSP a four-year Delivery Program is created outlining how desired outcomes are to be delivered. This is then broken down to a one year Operational Plan with actions to complete the delivery of the program - [Georges River Council - Delivery Program and Operational Plan](#)

We monitor and report on the Delivery Program and Operational plan every six months in the Half Year and End of Year Progress Reports - [Georges River Council - Progress Report](#). The status of the actions and a description is included in these reports.





## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Strategic Risks

Council incorporates risk management into its corporate governance and daily operations to develop strategies and systems that reduce risks and improve resilience to unexpected events or disruptions. This supports the continued delivery of services and the stability of our community's daily life. The table below outlines Council's endorsed strategic risks. Integrating the risk management framework into strategic decision-making enables Council to make well-informed decisions that serve both the organisation and the broader community.

Strategic Risk Description	Pillar impacted	Custodian
<b>1: Financial Sustainability:</b> Council's failure to implement appropriate financial strategies and controls to ensure financial sustainability. This requirement may be impacted by Council's failure to deliver the Long-Term Financial Plan (i.e., Maintain the financial health of Council) and inability to meet emerging risks and delivery of Council's Community Strategic Plan as well as absorbing additional financial obligations without adequate resourcing.	All Pillars	Director BACS
<b>2: Cyber Security:</b> The risk of failing to plan for increasingly sophisticated Cyber security attacks including data breach, fraud or theft, data loss and data privacy. This risk also incorporates potential vulnerability of the organisation's data and information management structure and data integrity in relation to people, assets, and finance.	Pillar 5 – Our Governance	Director BACS
<b>3: Assets and Infrastructure:</b> The risk that Council's infrastructure may not meet the evolving needs or expectations of the community, particularly in terms of quality, capacity, and resilience. This includes failure to develop and maintain infrastructure that can withstand the impacts of climate change and severe weather events, potentially compromising the ability to provide high-quality services.	All Pillars	Director A&I
<b>4: People and Culture:</b> Council's inability to attract, retain and be able to continually develop and retain a capable, qualified, and appropriately skilled workforce as well as maintaining a culture that is focused on the achievement of Council's objectives and values whilst always providing a safe workplace environment.	Pillar 5 – Our Governance	Director BACS
<b>5: Climate Change:</b> Council's failure to prepare and plan for climate and environmental risks, including Council's failure to protect and maintain the natural and built environment, including biodiversity, liveability, and natural systems.	Pillar 2 – Our green environment	Director E&P
<b>6: Reputation :</b> The risk of Council's identity, brand and standing being negatively impacted, reducing Council's ability to engage in sound decision-making and being able to take strategic action whilst maintaining essential services and support for the community.	Pillar 3 & 5 – Our Economy & Our Governance	Executive Manager City Futures

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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<b>7: Ineffective governance:</b> Failure of Council's Governance and Compliance Frameworks to ensure compliance with relevant legislative, statutory, regulatory and policies and procedures and which are not being monitored across the organisation.	Pillar 5 – Our Governance	Director BACS & General Counsel
<b>8: Social Cohesion</b> Failure to identify and/or respond to the changing socio-economic needs of our community. Social cohesion erosion and growing socio-economic gap negatively impacting social stability, individual well-being, and economic productivity.	Pillar 1 & 3 – Our Community & Our Economy	Director C&C
<b>9: Housing Infrastructure:</b> The risk that Council may fail to facilitate housing and development that aligns with the community's growing needs and expectations, while also ensuring planning regulations and building practices are sufficient to address climate change impacts and severe weather events. This could lead to inadequate housing supply and environmental challenges.	Pillar 2 & 4 – Our green environment & Our Built Environment	Director E&P
<b>10: Waste Management:</b> Failure to create sustainable practices relating to sustainable management of waste including no consideration given to environmental, financial and legal considerations, as well as failing to plan for and prevent environmental contamination.	Pillar 1 & 2 – Our Community & Our Green Environment	Director E&P
<b>11: Liability Claims:</b> Failure of Council to address increase in liability claims against Council by investigating emerging risk areas and address increase in incidences through considered mitigation strategies.	Pillar 5 – Our Governance	Director BACS
<b>12: Business Continuity:</b> Council fails to maintain preparedness for unexpected major events that impact the ability of Council to continue normal business operations and comply with statutory obligations	All Pillars	Director BACS and Director A&I

## Resourcing the Plan

The Resourcing Strategy is made up of four inter-related plans:

- Our People Plan (Workforce Management Plan)
- The Digital Resource Management Plan
- The Asset Management Plan
- The Long-Term Financial Plan

The Resourcing Strategy provides the link between strategic objectives and the resources needed to implement them: timing, money, assets, technology and people.

The Resourcing Strategy makes it clear for which elements of the Community Strategic Plan Council will take responsibility, as other levels of government, non-government organisations, businesses and even individuals will also have a role in implementing the Community Strategic Plan.

The Resourcing Strategy feeds into the Delivery Program and Operational Plan, as well as other plans and strategies Council has developed to support the outcomes of the Community Strategic Plan.



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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### Our People Plan (Workforce Management Plan)

Our People Plan identifies the people requirements, including skills and employment practices, needed to implement our Delivery Program, which is informed by the Community Strategic Plan. Our People 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 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.



## Who we work with









2connect  
3 Bridges  
Allawaw Aboriginal Corporation  
Asian Women at Work  
Australian Library Information Association  
Audit Office NSW  
Australian Signals Directorate  
Australian Taxation Office  
Cyber Security Centre  
Bayside Council  
Business Chamber South (Previously St George Business Chamber)  
Canterbury Bankstown Council  
Committee for Sydney  
Cooks River Alliance  
Create NSW  
Cross Cultural Workers in Maternity and Child & Family Health Services Project  
Cyber Security NSW  
Department of Education – Schools  
Department of Environment  
Disability Interagency  
Infrastructure NSW  
Department of Planning Housing and Infrastructure  
Department of Climate Change, Energy, the Environment and Water  
Department of Health and Aged Care  
Destination NSW  
Disability Services Australia  
Georges Riverkeeper (GRCCC)

Georges River Planning Panel  
Hespey Hurstville  
Institute of Public Works and Engineering  
Independent Commission Against Corruption (ICAC)  
Koori Interagency  
Kurranulla Aboriginal Corporation  
LGNSW  
Local Government Professionals  
Metropolitan Land Council  
Museums and Galleries NSW  
National Library of Australia  
NSW Anti-Racism Working Group  
NSW Environment Protection Authority  
NSW Food Authority  
NSW Local Government Multicultural Network  
NSW Police  
NSW Public Libraries Association  
NSW Reconstruction Authority  
NSW Rugby League  
Office of Local Government (OLG)  
Office of Sport  
Pride Cup  
Revenue NSW  
Realise Business  
Resilient Sydney  
Safework NSW  
SGS News Reference Group  
SEALS Multicultural Health Forum  
SESLHD Multicultural Health Forum

Southern Sydney Regional Organisation of Council's (SSROC)  
Spark Festival  
St George & Sutherland Mental Health Interagency  
St George and Sutherland Dementia Alliance  
St George Chinese Services Network  
St George Collaborative: Community Action Group  
St George Dementia Alliance  
St George Domestic Violence Committee  
St George Elder Abuse Collaborative  
St George Illawarra Dragons  
St George Sutherland Shire Employment, Sydney Water Corporation  
Training and Action Network  
St George Youth Network  
State & Federal Governments  
State Library of NSW  
State Cover  
State Emergency Service (SES)  
Student Wellbeing Network  
Sutherland Shire Council  
Sydney Alliance Voices for Power  
Sydney Dogs and Cats Home  
Sydney South Planning Panel  
TAFE NSW  
Transport for NSW  
Water NSW  
Welcoming Cities Network

# How we engage with the Community

## Engaging with the community, business and stakeholders

Stakeholder	Engagement	Why they are important	What we do for them
 <b>community</b>	Website <a href="https://www.georgesriver.nsw.gov.au">georgesriver.nsw.gov.au</a> Social media Digital screens Publications Community forums Community events Community funding Council offices Annual report	Provide knowledge, cultural experience, resources, engagement and feedback	Provide civic leadership, services, facilities, partnership and representation
 <b>Ratepayers</b>	Rates notices Annual report Website <a href="https://www.georgesriver.nsw.gov.au">georgesriver.nsw.gov.au</a>	Provide knowledge, cultural experience, resources, engagement and feedback	Generate sustainable growth and return to the community
 <b>Employees</b>	Newsletters General Manager newsletters Toolbox talks Posters Intranet Email Staff events and training	Provide valuable knowledge, skills	Provide employment, training, career development, opportunities and flexible and supportive work arrangements
 <b>Georges River business community</b>	Business forums Publications Annual report Business Unite - newsletter Partnership with Business Chamber South	Build capacity and drive the economy in the community	Provide guidance, support and opportunity
 <b>Property developers</b>	Developer forums 1:1 meetings	Build capacity and drive the economy in the community	Provide guidance, support and opportunity
 <b>Potential visitors</b>	Website <a href="https://www.georgesriver.nsw.gov.au">georgesriver.nsw.gov.au</a> Social media Discover Georges River	Provide economic benefits, generate employment and financial growth	Provide high standard facilities services and product
 <b>Government</b>	Formal meetings Correspondence Events Business forums Community forums 1:1 meetings	Provide partnerships, funding, networks, legislation and growth opportunities	Provide resources, partnerships and networks
 <b>Media</b>	Media releases Media statements Website <a href="https://www.georgesriver.nsw.gov.au">georgesriver.nsw.gov.au</a> Interviews	Build reputation, raise awareness of services, facilities and promotion	Enable partnerships and advocacy

Authentic and committed community engagement provides us with valuable insight to make decisions that shape the best outcomes in our community. Our Community Engagement Strategy and Policy guides us in engaging with our community on issues that may affect their lives.

### This allows us to:

- Improve project and service delivery
- Improve policy
- Strengthen relationships with individuals and community groups
- Ensure Council is meeting local needs
- Create opportunities to discuss complex and emerging issues
- Allow for a diversity of voices to be heard

# How to read this document

The Delivery Program 2025-2029 and Operational Plan 2025-2026 are developed from the goals and strategies in the ten year Community Strategic Plan 2025-2035, which are formed from community feedback about what is important for our Local Government Area.

The Delivery Program identifies principal activities to be conducted over the next four years, to deliver on the ten year strategy and goal.

The Operational Plan identifies specific actions to be completed in the coming year, to deliver the four year activity, and ten year strategy and goal.

## Long-term Goal for Our Community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.

Long Term Goal determined by the 10 year Community Strategic Plan (CSP).

Strategy 1.1 Provide and support community events that connect people and reflect the diversity of our communities

Strategy determined by the CSP. The strategies are the high level way Council will meet the goal.

Delivery Program						
Code	Principal Activity	25-26	26-27	27-28	28-29	Responsibility
1.1A	Implement the Georges River Council Events and Festivals Charter, Events Guide and Events Toolkit	✓				Manager Sport Community Facilities and Events

Delivery Program – Principal Activity – the 4 year activity that will be conducted, in order to deliver the strategy and meet the goal.

Operational Plan 2025-2026				
1.1A	Implement the Georges River Council Events and Festivals Charter, Events Guide and Events Toolkit			
Code	Action	Year	Performance Indicator	Responsibility
1.1Ai	Implement the Permit, Plug, Play program.	2025-2027	Program developed annually by December for the following year	Manager Sport Community Facilities and Events

Operational Plan – Action – the 1 year action that will be undertaken, to conduct the activity, in order to deliver the strategy and meet the goal.

## The five Pillars and long term goals that guide our future work



### 1. Our community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.



### 2. Our green environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.



### 3. Our economy

We create a strong, vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.



### 4. Our built environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.



### 5. Our governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.



## Pillar 1: Our Community

The Georges River LGA is a safe, connected and vibrant community that celebrates its rich heritage and diversity. With nearly half of our population born overseas and a local Aboriginal and Torres Strait Islander community, we are connected to cultures from around the world, resulting in a community of harmonious local lifestyles.

Our residents take pride in honouring and preserving our diverse heritage, creating a strong sense of belonging through the traditions we uphold, the harmony in which we live and the food we share. This cultural diversity fuels a vibrant environment of creativity and all aspects of the arts.

We are committed to social equity and ensuring that everyone has access to the services and facilities they need to live supported, fulfilling lives. Our area provides for the health and wellbeing of people of all ages, life stages and lifestyles. Accessible local facilities and spaces offer community-based activities and events, ensuring that all individuals can participate and engage.

Safety and care are at the heart of our community with a particular focus on protecting and nurturing children. Truly including people who are most vulnerable is very important and we are welcoming to individuals and families. Our community is where everyone can connect, belong, learn and grow.







## Long-term Goal for Our Community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.

## Council Services within Our Community

Community and Social Policy	Events	Preschool
Community Capacity Building	Financial Assistance Management	Regulatory Services (Rangers)
Community Property	Heritage Conservation	Sporting Facilities Contract and Lease Management
Cultural Services	Library Customer Experience	Sports Fields and Open Space Management
Customer Experience Improvement	Library Operations	Venues for Hire
Customer Experience Operations	Library Programs	
Environmental Health	Long Day Care	

**Pillar 1 Delivery Program**

<b>Delivery Program 2025-2029</b>						
<b>Code</b>	<b>Principal Activity</b>	<b>25-26</b>	<b>26-27</b>	<b>27-28</b>	<b>28-29</b>	<b>Responsibility</b>
<b>1.1A</b>	Implement the Georges River Council Events and Festivals Charter, Events Guide and Events Toolkit	✓	✓	✓	✓	Manager Sport Community Facilities and Events
<b>1.1B</b>	Maximise the utility of Jubilee Stadium as a venue for Council's major events	✓	✓	✓	✓	Manager Sport Community Facilities and Events
<b>1.2A</b>	Implement the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS)	✓	✓	✓	✓	Manager Sport Community Facilities and Events
<b>1.2B</b>	Implement the Disability Inclusion Action Plan	✓	✓	✓	✓	Manager Community and Early Learning Services
<b>1.2C</b>	Deliver and report on Council's Financial Assistance Program	✓	✓	✓	✓	Manager Community and Early Learning Services
<b>1.2D</b>	Implement the Aboriginal and Torres Strait Islander Strategy	✓	✓	✓	✓	Manager Community and Early Learning Services
<b>1.2E</b>	Foster social cohesion and address the evolving socio-economic needs of the Georges River community	✓	✓	✓	✓	Manager Community and Early Learning Services
<b>1.3A</b>	Implement Libraries 2030 Strategy	✓	✓	✓	✓	Manager Cultural Engagement and Library Services
<b>1.3B</b>	Enhance venues services with focus on community needs and financial sustainability	✓	✓	✓	✓	Manager Sport Community Facilities and Events
<b>1.3C</b>	Uphold our commitment as a child-safe organisation	✓	✓	✓	✓	Manager Community and Early Learning Services



1.4A	Implement Create Georges River Cultural Strategy	✓	✓	✓	✓	Manager Cultural Engagement and Library Services
1.5A	Implement the Fire Safety Program that maintains buildings with essential fire services to safeguard the community	✓	✓	✓	✓	Manager Health and Regulatory Services
1.5B	Liaise with the NSW Government and relevant stakeholders to keep up to date with legislative changes around regulatory functions	✓	✓	✓	✓	Manager Health and Regulatory Services
1.5C	Implement programs relating to food premises, skin penetration premises and regulated systems	✓	✓	✓	✓	Manager Health and Regulatory Services
1.6A	Implement the Early Learning Services Strategy 2021-2031	✓	✓	✓	✓	Manager Community and Early Learning Services
1.7A	Promote the retention and conservation of heritage items within the Georges River Local Government Area.	✓	✓	✓	✓	Manager Strategic Planning
1.8A	Implement the Customer Experience Strategy	✓	✓	✓	✓	Manager Sport Community Facilities and Events



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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**Pillar 1 Operational Plan**

Strategy 1.1 Provide and support community events that connect people and reflect the diversity of our communities				
Code	Action	Year	Performance Indicator	Responsibility
<b>1.1A</b>	<b>Implement the Georges River Council Events and Festivals Charter, Events Guide and Events Toolkit</b>			
1.1Ai	Implement the Permit, Plug, Play program.	2025-2027	Program developed annually by December for the following year	Manager Sport Community Facilities and Events
1.1Aii	Implement Events and Festival Charter Plan.	2025-2029	Plan implemented	Manager Sport Community Facilities and Events
<b>1.1B</b>	<b>Maximise the utility of Jubilee Stadium as a venue for major events</b>			
1.1Bi	Engage planning consultant to initiate DA to extend the event program at Jubilee Stadium to include entertainment, cultural and community events.	2026-2029	Planning consultant engaged	Manager Sport Community Facilities and Events
1.1Bii	Finalise Plan of Management to enable lodging of DA to stage other major events at the venue.	2025-2027	Plan finalised	Manager Sport Community Facilities and Events
1.1Biii	Promote and market the venue to video and film production companies.	2025-2029	Promotion finalised	Manager Sport Community Facilities and Events
1.1Biv	Establish branding and operation of the functions and events business at the stadium.	2025-2029	Branding and operations plans established	Manager Sport Community Facilities and Events
Strategy 1.2: Provide a range of accessible services, facilities and programs that respond to social issues and foster community wellbeing				
<b>1.2A</b>	<b>Implement the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS)</b>			
1.2Ai	Complete 'fitness for purpose' analysis of existing assets, and investigate feasibility of designed flexible spaces, colocation of new facilities and expansion of facilities where possible.	2025-2029	Complete analysis	Manager Strategic Placemaking
1.2Aii	Expand the centralised systems for facility access to optimise community use and access.	2025-2029	Systems expanded	Manager City Technical Services
1.2Aiii	Investigate feasible locations for a new asset cluster in the western part of the Georges River LGA to improve equitable distribution.	2025-2029	Investigation finalised	Manager Sport Community Facilities and Events
1.2Aiv	Review community hall hire agreements.	2025-2029	Agreements reviewed	Manager Sport Community Facilities and Events
<b>1.2B</b>	<b>Implement the Disability Inclusion Action Plan</b>			
1.2Bi	Deliver and report on the Disability Inclusion Action Plan 2022-2026.	2025-2029	Plan and reporting delivered	Manager Community and Early Learning Services
1.2Bii	Develop the Disability Inclusion Action Plan 2026-2030.	2025-2026	Plan developed	Manager Community and Early Learning Services

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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1.2Biii	Deliver and report on the Disability Inclusion Action Plan 2026-2030.	2026-2029	<i>Plan and reporting delivered</i>	Manager Community and Early Learning Services
<b>1.2C</b>	<b>Deliver and report on Council's Financial Assistance Program</b>			
1.6Ci	Deliver and report on Council's financial assistance program, including community grants, micro grants, venue hire program, heritage grants, event grants, sponsorship and donations program.	2025-2029	<i>Plan delivered</i>	Manager Community and Early Learning Services
<b>1.2D</b>	<b>Implement the Aboriginal and Torres Strait Islander Strategy</b>			
1.6Di	Implement the Aboriginal and Torres Strait Islander Action Plan.	2025-2029	<i>Plan implemented</i>	Manager Community and Early Learning Services
<b>1.2E</b>	<b>Foster social cohesion and address the evolving socio-economic needs of the Georges River community</b>			
1.6Ei	Implement social justice strategies to build the social strengths of the Georges River community.	2025-2029	<i>Strategies implemented</i>	Manager Community and Early Learning Services
<b>Strategy 1.3: Provide a range of services, programs and facilities that address the needs of local people of all ages, and through all stages of life.</b>				
<b>1.3A</b>	<b>Implement Libraries 2030 Strategy</b>			
1.3Ai	Provide opportunities for our diverse community to engage with and contribute to the preservation of the Georges River's community history through collections, programs and place naming initiatives.	2025-2029	<i>Opportunities provided</i>	Manager Cultural Engagement and Library Services
1.3Aii	Ensure accessible opportunities for the community to engage through outreach and online services, and physical and online spaces.	2025-2029	<i>Accessible opportunities provided</i>	Manager Cultural Engagement and Library Services
1.3Aiii	Provide contemporary library services to meet State Library NSW Guidelines and community expectations.	2025-2029	<i>Services provided</i>	Manager Cultural Engagement and Library Services
1.3Aiv	Provide opportunities for the community to be involved in the development of library collections.	2025-2029	<i>Opportunities provided</i>	Manager Cultural Engagement and Library Services
<b>1.3B</b>	<b>Enhance venues services with focus on community needs and financial sustainability</b>			
1.3Bi	Implement the actions of the Venues and Facilities Service Review.	2025-2029	<i>Review actions implemented</i>	Manager Sport Community Facilities and Events Executive Manager City Futures
1.3Bii	Implement the Optimising Community Use and Facilities Access Plan.	2025-2029	<i>Plan implemented</i>	Manager Sport Community Facilities and Events
<b>1.3C</b>	<b>Uphold our commitment as a child-safe organisation</b>			
1.3Ci	Implement Council's Child Safe Action Plan	2025-2029	<i>Plan implemented</i>	Manager Community and Early Learning Services
<b>Strategy 1.4: Provide and support programs that promote arts and culture</b>				

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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<b>1.4A</b>	<b>Implement Create Georges River Cultural Strategy</b>			
1.4Ai	Provide programs and public art that reflect cultural identity and community demographics.	2025-2029	<i>Programs provided</i>	Manager Cultural Engagement and Library Services
1.4Aii	Offer cultural and creative spaces within Council facilities and other properties to create accessible opportunities for adaptable reuse.	2025-2029	<i>Spaces provided</i>	Manager Cultural Engagement and Library Services
1.4Aiii	Evaluate community perception and participation in the arts.	2025-2029	<i>Evaluation conducted</i>	Manager Cultural Engagement and Library Services
1.4Aiv	Provide a diverse program of exhibitions and events at Hurstville Museum & Gallery.	2025-2029	<i>Program provided</i>	Manager Cultural Engagement and Library Services
<b>Strategy 1.5: Provide programs, services and activities that address health and safety issues</b>				
<b>1.5A</b>	<b>Implement a Fire Safety Program that maintains buildings with essential fire services to safeguard the community</b>			
1.5Ai	Implement actions to ensure compliance with the directions set by the NSW Government relating to external combustible cladding and Council's Fire Safety Audit.	2025-2029	<i>Actions implemented</i>	Manager Health and Regulatory Services.
<b>1.5B</b>	<b>Liaise with the NSW Government and relevant stakeholders to keep up to date with legislative changes around regulatory functions</b>			
1.5Bi	Implement the annual regulatory programs to ensure compliance with the relevant legislation and to address community safety concerns.	2025-2029	<i>Regulatory programs implemented</i>	Manager Health and Regulatory Services.
<b>1.5C</b>	<b>Implement programs relating to food premises, skin penetration premises and regulated systems</b>			
1.5Ci	Implement an ongoing Public Health program, including skin penetration, regulated system and public swimming program to promote the community's health and safety.	2025-2029	<i>Public health programs implemented</i>	Manager Health and Regulatory Services.
<b>Strategy 1.6: Provide programs, services and activities that support knowledge sharing and life-long learning</b>				
<b>1.6A</b>	<b>Implement the Early Learning Services Strategy 2021-2031</b>			
1.6Ai	Develop a plan to achieve a consistent operating model and naming conventions across Council's early learning centres with similar service types.	2025-2026	<i>Plan developed and naming convention implemented</i>	Manager Community and Early Learning Services
1.6Aii	Conduct a cost-benefit analysis for a consistent operating model and naming conventions across Council's early learning centres with similar service types to ensure its feasibility and effectiveness.	2026-2027	<i>Analysis conducted</i>	Manager Community and Early Learning Services
1.6Aiii	Implement a plan to achieve a consistent operating model and naming conventions across Council's early learning centres with similar service types.	2027-2029	<i>Implement plan</i>	Manager Community and Early Learning Services



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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1.6Aiv	Introduce multi-modes of care across existing centres.	2026-2029	<i>Multi-modes of care introduced</i>	Manager Community and Early Learning Services
1.6Av	Develop a business case for a new early learning centre which supports children with additional needs, making a more accessible, inclusive, integrated service to replace assets/services which have reached their life expectancy.	2025-2029	<i>Business case developed</i>	Manager Community and Early Learning Services
<b>Strategy 1.7: Provide programs and events that promote, support and celebrate local heritage and history</b>				
<b>1.7A</b>	<b>Promote the retention and conservation of heritage items within the Georges River Local Government Area.</b>			
1.7Ai	Review heritage controls in the Georges River Development Control Plan 2021.	2026-2027	<i>Controls reviewed</i>	Manager Strategic Planning
1.7Aii	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. (Subject to Funding)	2026-2029	<i>Study undertaken</i>	Manager Strategic Planning
1.7Aiii	Conduct yearly Heritage Building Grants Programs. (Subject to Funding)	2025-2029	<i>Program conducted yearly</i>	Manager Strategic Planning
1.7Aiv	Conduct heritage information sessions for owners of heritage listed properties. (Subject to Funding of the Heritage Building Grants Program)	2025-2029	<i>Sessions conducted</i>	Manager Strategic Planning
<b>Strategy 1.8: Provide Positive experiences across all customer interactions for our community and visitors</b>				
<b>1.8A</b>	<b>Implement the Customer Experience Strategy</b>			
1.8Ai	Review and update Customer Experience Charter.	2026-2027	<i>Review and update completed</i>	Manager Sport Community Facilities and Events
1.8Aii	Undertake customer journey mapping of high use Council services.	2025-2029	<i>Journey mapping undertaken</i>	Manager Sport Community Facilities and Events
1.8Aiii	Review Customer Feedback and Complaints Management Policy.	2025-2026	<i>Review completed</i>	Manager Sport Community Facilities and Events
1.8Aiv	Develop criteria and processes for the Internal Review Process.	2025-2027	<i>Criteria developed</i>	Manager Sport Community Facilities and Events
1.8Av	Deliver annual Customer Excellence Training.	2025-2029	<i>Training delivered</i>	Manager Sport Community Facilities and Events
1.8Avi	Create the Customer Experience Strategy 2027-2032.	2026-2027	<i>Strategy Created</i>	Manager Sport Community Facilities and Events
1.8Avii	Implement Customer Experience Strategy 2027-2032.	2027-2029	<i>Strategy Implemented</i>	Manager Sport Community Facilities and Events

Pillar 1 Key Performance Measures

Metric to be Measured	Annual Target	Responsibility
Utilisation of Council's Early Learning Centres	≥ 90%	Manager Community and Early Learning Centres
Customer satisfaction with Early Learning Centres	≥ 80%	Manager Community and Early Learning Centres
Customer satisfaction with Council's venues for hire	≥ 80%	Manager Sport Community Facilities and Events
Customer satisfaction with Museum & 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 Sport Community Facilities and Events
Utilisation of Council's venues for hire	≥ 70%	Manager Sport Community Facilities and Events
Council's overall Customer Experience Rating	≥ 80%	Manager Sport Community Facilities and Events
Customer first call resolution	≥ 80%	Manager Sport Community Facilities and Events
Customer satisfaction with face-to-face interaction at Council operated facilities	≥ 90%	Manager Sport Community Facilities and Events
Percentage of correspondence responded to within 14 days	≥ 80%	Manager Sport Community Facilities and Events
Percentage of complaints completed within agreed times	≥ 90%	Manager Sport Community Facilities and Events
Percentage of customer requests completed with agreed times	≥ 90%	Manager Sport Community Facilities and Events
Percentage of customer call back actioned within 48 hours	≥ 75%	Manager Sport Community Facilities and Events



## Resourcing

<p><b>Projected income</b></p>  <ul style="list-style-type: none"> <li>User Charges and Fees</li> <li>Other Operating Revenues</li> <li>Operating Grants and Contributions</li> <li>Net Profit from Sale of Assets</li> </ul>	<p><b>Budget 2025/26</b></p> <table> <tr> <td></td><td><b>\$,000</b></td></tr> <tr> <td><b>Operating Revenue</b></td><td></td></tr> <tr> <td>Rates and Annual Charges</td><td>-</td></tr> <tr> <td>User Charges and Fees</td><td>10,413</td></tr> <tr> <td>Interest</td><td>-</td></tr> <tr> <td>Other Operating Revenues</td><td>6,166</td></tr> <tr> <td>Operating Grants and Contributions</td><td>1,593</td></tr> <tr> <td>Net Profit from Sale of Assets</td><td>50</td></tr> <tr> <td><b>Total Operating Revenue</b></td><td><b>18,222</b></td></tr> <tr> <td><b>Operating Expenditure</b></td><td></td></tr> <tr> <td>Employee Costs</td><td>20,346</td></tr> <tr> <td>Borrowing Costs</td><td>-</td></tr> <tr> <td>Materials and Services</td><td>7,640</td></tr> <tr> <td>Depreciation and Amortisation</td><td>2,454</td></tr> <tr> <td>Other Operating Expenses</td><td>730</td></tr> <tr> <td><b>Total Expenditure</b></td><td><b>31,170</b></td></tr> <tr> <td>Capital Grants and Contributions</td><td>-</td></tr> <tr> <td><b>Operating Result before Capital Revenues - Surplus/(Deficit)</b></td><td><b>(12,949)</b></td></tr> </table>		<b>\$,000</b>	<b>Operating Revenue</b>		Rates and Annual Charges	-	User Charges and Fees	10,413	Interest	-	Other Operating Revenues	6,166	Operating Grants and Contributions	1,593	Net Profit from Sale of Assets	50	<b>Total Operating Revenue</b>	<b>18,222</b>	<b>Operating Expenditure</b>		Employee Costs	20,346	Borrowing Costs	-	Materials and Services	7,640	Depreciation and Amortisation	2,454	Other Operating Expenses	730	<b>Total Expenditure</b>	<b>31,170</b>	Capital Grants and Contributions	-	<b>Operating Result before Capital Revenues - Surplus/(Deficit)</b>	<b>(12,949)</b>
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## Pillar 2: Our Green Environment

Our local environment is essential for the wellbeing of both our planet and our community. However, the impacts of climate disruption are already being felt, with extreme weather events becoming the 'new normal.' To adapt to this reality, we must prioritise preparedness, resilience, and collective action to reduce emissions and mitigate further harm.

Sustainable waste management is a critical part of this effort. By embracing the six R's—rethink, refuse, reduce, reuse, repair, and recycle—we can significantly reduce the environmental burden of waste and reduce the use of forever chemicals (PFAS: per-and polyfluoroalkyl substances).

Cleaner waterways not only benefit our ecosystems but also enhance enjoyment and accessibility for everyone.

Our community aspires to a greener, healthier urban environment. This requires a commitment to planting new trees and shrubs while preserving mature trees, which are invaluable due to their decades-long growth and irreplaceable ecological benefits. Equally, safeguarding our biodiversity by protecting endemic flora and fauna is crucial for maintaining the balance of our ecosystems.

Priorities include energy and water efficiency in all sectors of our community: government, not for profits, business and private homes.

The time to act is now. Sustainable practices, decisive action, and a shared commitment to change are essential for creating a healthier, more accessible environment that supports biodiversity and protects our precious waterways for future generations. Maintaining the status quo is no longer an option—we must work together to secure a sustainable future.









## Long-term Goal for Our Green Environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.

## Council Services within Our Environment

Bushcare and Bush Regeneration  
Environment and Sustainability  
Local Emergency Management

Major Environmental Initiatives  
Street and Parks Tree Maintenance

Tree Preservation – Private Tree  
Permits  
Waste Management



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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**Pillar 2 Delivery Program**

<b>Delivery Program 2025-2029</b>						
<b>Code</b>	<b>Principal Activity</b>	<b>25-26</b>	<b>26-27</b>	<b>27-28</b>	<b>28-29</b>	<b>Responsibility</b>
<b>2.1A</b>	Implement the Environmental Resilience Action Plan 2022-2040 for Council services.	✓	✓	✓	✓	Manager Environment, Health and Regulatory Services
<b>2.2A</b>	Implement the Waste Strategy 2021-2040.	✓	✓	✓	✓	Manager Environment, Health and Regulatory Services
<b>2.2B</b>	Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.	✓	✓	✓	✓	Manager Environment, Health and Regulatory Services
<b>2.3A</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.	✓	✓	✓	✓	Manager Environment, Health and Regulatory Services
<b>2.4A</b>	Implement policies and procedures addressing risks from natural disasters	✓	✓	✓	✓	Manager City Technical Services Manager Environment, Health and Regulatory Services Manager Strategic Placemaking
<b>2.5A</b>	Represent Council's ambitions for the Georges River through the Georges Riverkeeper.	✓	✓	✓	✓	Manager Environment, Health and Regulatory Services
<b>2.5B</b>	Develop and implement planning controls to protect the scenic character of the foreshore.	✓	✓	✓	✓	Manager City Operational Services Manager Strategic Placemaking
<b>2.5C</b>	Maintain Council's marine and foreshore assets to be functional and safe.	✓	✓	✓	✓	Manager Environment, Health and Regulatory Services Manager Strategic Placemaking
<b>2.6A</b>	Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area.	✓	✓	✓	✓	Manager City Operational Services Manager Environment, Health and Regulatory Services
<b>2.6B</b>	Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.	✓	✓	✓	✓	Manager City Technical Services Manager Environment, Health and Regulatory Services

**Pillar 2 Operational Plan 2025-26**

Strategy 2.1. Identify and apply initiatives to reduce energy and water usage				
Code	Action	Year	Performance Indicator	Responsibility
<b>2.1A</b>	<b>Implement the Environmental Resilience Action Plan 2022- 2040 for Council services</b>			
2.1Ai	Report on the implementation progress of the Environmental Resilience Action Plan 2022-2040.	2025-2029	<i>Progress reports prepared</i>	Manager Environment, Health and Regulatory Services
<b>Strategy 2.2 Ensure that waste is managed as a resource with minimal negative impacts from its disposal</b>				
<b>2.2A</b>	<b>Implement the Waste Strategy 2021-2040.</b>			
2.2Ai	Report on the implementation progress of the Waste Strategy 2021-2040.	2025-2029	<i>Progress reports prepared</i>	Manager Environment, Health and Regulatory Services
<b>2.2B</b>	<b>Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.</b>			
2.2Bi	Implement the annual Waste Education Program.	2025-2029	<i>Program implemented</i>	Manager Environment, Health and Regulatory Services
<b>Strategy 2.3 Encourage local communities to participate in environmental protection and sustainability initiatives</b>				
<b>2.3A</b>	<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>			
2.3Ai	Implement activities to educate the community on reducing energy consumption and protecting the environment.	2025-2029	<i>Environmental sustainability education activities provided each year</i>	Manager Environment, Health and Regulatory Services
<b>Strategy 2.4 Develop and implement policies and procedures that embed resilience principles to address risks arising from natural disasters such as bushfires, flooding and extreme weather events</b>				
<b>2.4A</b>	<b>Implement policies and procedures addressing risks from natural disasters</b>			
2.4Ai	Implement the Canterbury Bankstown/Georges River Bushfire Management Plan.	2025-2029	<i>Plan implemented</i>	Manager City Technical Services
2.4Aii	Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC).	2025-2029	<i>Plan implemented</i>	Manager City Operational Services



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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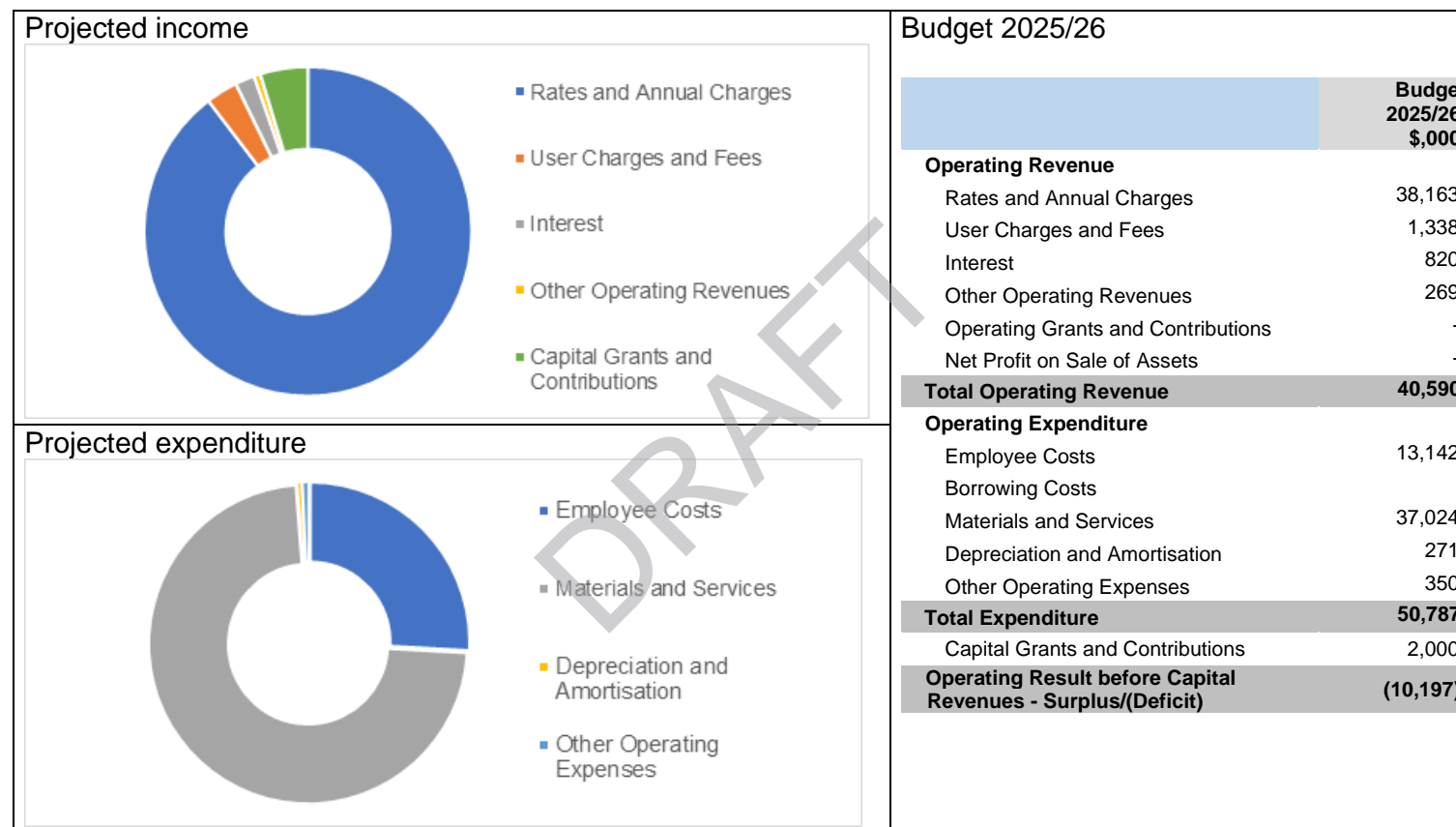
2.4Aiii	Implement the Environmental Resilience Action Plan.	2025-2029	<i>Plan implemented</i>	Manager Environment, Health and Regulatory Services
2.4Aiv	Develop the floodplain risk management strategy and plans.	2025-2029	<i>Strategy and plan developed</i>	Manager Strategic Placemaking
<b>Strategy 2.5 Implement programs and activities to ensure that local bushland and waterways are healthy and biodiverse</b>				
<b>2.5A</b>	<b>Represent Council's ambitions for the Georges River through the Georges Riverkeeper</b>			
2.5Ai	Support the Georges Riverkeeper on an ongoing basis to progress joint programs for the benefit of the Georges River.	2025-2029	<i>Support provided</i>	Manager Environment, Health and Regulatory Services
<b>2.5B</b>	<b>Develop and implement planning controls to protect the scenic character of the foreshore</b>			
2.5Bi	Progress the planning proposal to amend the Georges River LEP to introduce biodiversity and character provisions.	2025-2029	<i>Status of inclusions into the planning proposal</i>	Manager Environment, Health and Regulatory Services
<b>2.5C</b>	<b>Maintain Council's marine and foreshore assets to be functional and safe</b>			
2.5Ci	Plan for and scope the annual marine infrastructure program.	2025-2029	<i>Progression of program</i>	Manager Strategic Placemaking
<b>Strategy 2.6 Adopt and promote measures to increase the tree canopy, bushland and reinstate our biodiversity including endemic flora and fauna</b>				
<b>2.6A</b>	<b>Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area</b>			
2.6Ai	Maintain the Significant Tree Register for the Local Government Area.	2025-2029	<i>Register maintained</i>	Manager Environment Health and Regulatory Services
2.6Aii	Deliver the annual tree maintenance program in line with the requirements outlined in the Tree Management Policy.	2025-2029	<i>Maintenance program delivered</i>	Manager City Operational Services
2.6Aiii	Ensure all approvals for the removal of public trees and the Tree Replacement Program are aligned with Council's Tree Management Policy.	2025-2029	<i>Approvals aligned</i>	Manager City Operational Services
<b>2.6B</b>	<b>Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment</b>			
2.6Bi	Implement the annual Bush Regeneration Program.	2025-2029	<i>Program implemented</i>	Manager City Technical Services
2.6Bii	Implement the high priority recommendations of the Biodiversity Study 2021 including preparing a Biodiversity Strategy.	2025-2029	<i>Recommendations implemented</i>	Manager Environment Health and Regulatory Services

Pillar 2 Performance Indicators

Metric to be Measured	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
(Ratio of public trees planted to public trees removed)	=2	Manager City Operational Services
Percentage of waste customer requests responded to within 48 hours.	> 98%	Manager Environment, Health and Regulatory Services



## Resourcing





## Pillar 3: Our Economy

Our local economy is strong and our community supports local businesses, develops and enhances existing jobs, and creates new employment opportunities. There is a desire to grow the night-time economy by providing diverse opportunities for residents and visitors. A focus on the economic outcomes of key sectors and locations will maximise our potential.

The community values clean, attractive, and safe public spaces, town centres and well-maintained amenities. We will activate spaces with place-based events and activities, creating lively, engaging environments. The vibrancy and aesthetic appeal will be enhanced through greening and planting initiatives contributing to a cleaner greener more sustainable urban landscape.

Georges River local government area aspires to be a place where residents can easily access jobs, services, and amenities within a short commute. This approach prioritises smart urban planning, improved public transport, and walkable, connected neighbourhoods, reducing travel times and enhancing the overall quality of life.

Through local job creation, innovative urban design, and sustainable practices, we are building a future that harmonises economic development, environmental stewardship, and community wellbeing.







Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Long Term Goal for Our Economy

We create a strong vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.

## Council Services within Our Economy

CBD and Town Centre Cleansing  
City Marketing  
Civil Engineering Design

Community Facilities Cleansing and  
Maintenance  
Economic Development  
Maintenance of GRLEP

Placemaking  
Strategic Planning and Policy  
Street and Parks Tree Maintenance  
Street Sweeping





## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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**Pillar 3 Delivery Program**

<b>Delivery Program 2025-2029</b>						
Code	Principal Activity	25-26	26-27	27-28	28-29	Responsibility
<b>3.1A</b>	Implement initiatives in key economic sectors in response to the Economic Development Strategy.	✓	✓	✓	✓	Executive Manager City Futures
<b>3.1B</b>	Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.	✓	✓	✓	✓	Executive Manager City Futures
<b>3.1C</b>	Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities.	✓	✓	✓	✓	Executive Manager City Futures
<b>3.1D</b>	Building tertiary partnerships that will support the growth of innovation in the region.	✓	✓	✓	✓	Executive Manager City Futures
<b>3.2A</b>	Deliver programs to activate and increase the night time economy in town centres.	✓	✓	✓	✓	Executive Manager City Futures
<b>3.3A</b>	Maintain Council's open space and town centres to be functional and safe.	✓	✓	✓	✓	Manager City Operational Services
<b>3.4A</b>	Work with other directorates and teams to implement, promote and market long-term place-based initiatives.	✓	✓	✓	✓	Executive Manager City Futures
<b>3.5A</b>	Implement greening and planting initiatives in town centres.	✓	✓	✓	✓	Manager City Operational Services
<b>3.6A</b>	Implement the recommendations of the Commercial Centres Strategy.	✓	✓	✓	✓	Executive Manager City Futures, Manager Strategic Planning

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Pillar 3 Operational Plan

Strategy 3.1: Support local businesses to help protect jobs and create employment opportunities				
Code	Action	Year	Performance Indicator	Responsibility
<b>3.1A</b>	<b>Implement initiatives in key economic sectors in response to the Economic Development Strategy</b>			
3.1.Ai	Implement the Advocacy Impact Plan through targeted and strategic advocacy initiatives, including the Maintenance of the Advocacy Register for the organisation.	2025-2029	<i>Plan implemented</i>	Executive Manager City Futures
3.1Aii	Provide a suite of resources, information and events to support local businesses to be innovative and grow.	2025-2029	<i>Suite provided</i>	Executive Manager City Futures
<b>3.1B</b>	<b>Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.</b>			
3.1Bi	Facilitate three meetings annually of the Georges River Economic Leadership Group that enables genuine and authentic engagement for the preparation of the next Georges River Economic Development Strategy.	2025-2029	<i>Three annual meetings scheduled and held</i>	Executive Manager City Futures
<b>3.1C</b>	<b>Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities</b>			
3.1Ci	Deliver a comprehensive and integrated campaign, "Sydney's Connected Community" to an audience across the Sydney Metropolitan Region.	2025-2029	<i>Campaign delivered</i>	Executive Manager City Futures
<b>3.1D</b>	<b>Building tertiary partnerships that will support the growth of innovation in the region</b>			
3.1Di	Build strategic partnerships with tertiary and industry stakeholders that support future investment and collaboration opportunities in the region.	2025-2029	<i>Partnerships provided</i>	Executive Manager City Futures
<b>Strategy 3.2: Identify and implement initiatives to grow the night-time economy across the council area.</b>				
<b>3.2A</b>	<b>Deliver programs to activate and increase the night time economy in town centres</b>			
3.2Ai	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.	2025-2029	<i>Grants implemented</i>	Executive Manager City Futures
<b>Strategy 3.3: Maintain local town centres and public spaces to ensure they are clean, attractive and safe for local communities and visitors.</b>				
<b>3.3A</b>	<b>Maintain Council's green open space and town centres to be functional and safe.</b>			
3.3Ai	Undertake annual programmed and reactive cleansing, of Council's green open spaces and town centres.	2025-2029	<i>Annual cleansing and maintenance work undertaken</i>	Manager City Operational Services



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

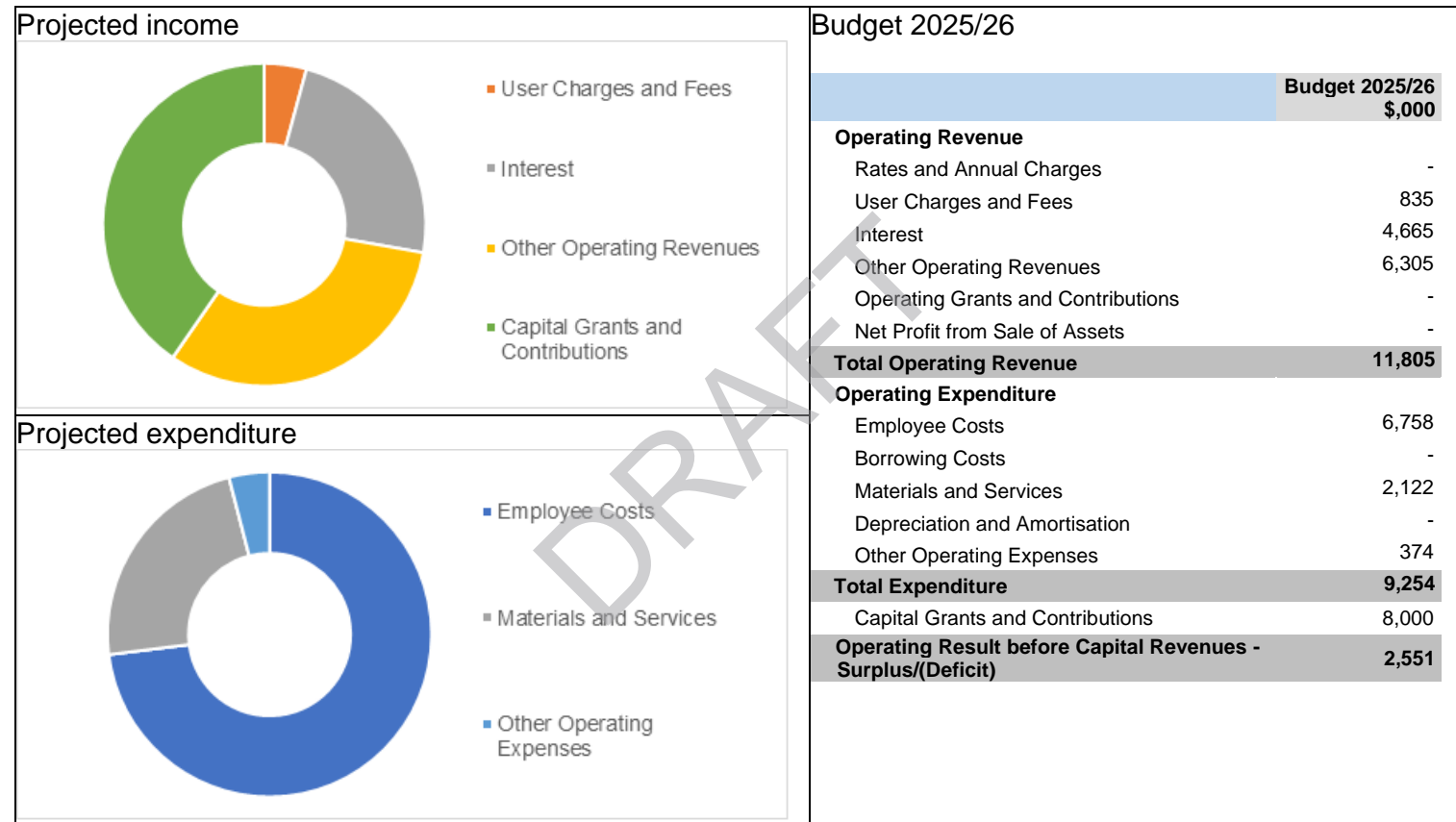
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<b>Strategy 3.4: Encourage and support place-based events and activities to activate town centres.</b>				
<b>3.4A</b>	<b>Work with other directorates and teams to implement, promote and market long-term place-based initiatives</b>			
3.4Ai	Continue to implement place-based public domain initiatives across the Georges River Local Government Area.	2025-2029	<i>Place based initiatives implemented</i>	Executive Manager City Futures
<b>Strategy 3.5: Implement greening and planting initiatives in town centres.</b>				
<b>3.5A</b>	<b>Assist and promote the greening and creation of open space in our town centres</b>			
3.5Ai	Continue to drive increased greening and creation/improvement of open space in our town centres.	2025-2029	<i>Town centres improved</i>	Manager City Operational Services
<b>Strategy 3.6: Protect employment growth and services during land rezoning processes.</b>				
<b>3.6A</b>	<b>Implement the Recommendations of the Commercial Centres Strategy</b>			
3.6Ai	Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area (Part 2).	2025-2029	<i>Commercial Centres Strategy work continued</i>	Manager Strategic Planning

## Pillar 3 Key Performance Indicators

Key Performance Measures	Annual Target	Responsibility
The percentage of reported graffiti removed within 5 days.	> 80%	Manager City Operational Services
Kilometres of roads swept	> 30,000	Manager City Operational Services
Percentage of engineering operations service requests actioned against works scheduled.	≥ 85%	Manager City Operational Services
All 24 commercial centres cleaned daily.	= 100%	Manager City Operational Services
Cleansing of public amenities daily	= 100%	Manager City Operational Services

## Resourcing



## Pillar 4: Our Built Environment

While our built environment is well established, our community wants a high-quality, affordable, and sustainable built environment that supports a growing population, providing diverse housing options, recreation spaces, and accessible amenities.

The NSW Government sets targets to increase the number of homes in our area to accommodate the growing Sydney population and our community wants development processes that align with local planning goals, state planning objectives, and community priorities, ensuring affordable, sustainable, and high-quality growth. There is a strong desire for policies and initiatives that increase housing diversity and choice, making the area more livable for all.

The community values quality design and sustainability in development, with a focus on ensuring these principles are consistently applied. Connectivity and accessibility are priorities, with a demand for improved public transport options, including trains and buses, as well as safe, connected footpaths and cycleways.

Maintaining high standards for public parks, facilities, and open spaces is important to the community, with a focus on providing diverse recreational options that meet both active and passive needs, promote health and wellbeing, and foster a strong sense of community.



## Long Term Goal for Our Built Environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.

## Council Services within Our Built Environment

Asset Management  
Building Assessment  
Capital Works Program Delivery  
Civil Engineering Design  
Civil Works Maintenance  
Civil Works Maintenance  
Council Building Maintenance  
Council Structure Maintenance  
Development Advisory  
Development Assessment  
Development Compliance  
Development Contributions  
Heavy Vehicle, Plant and Passenger  
Fleet Maintenance  
Heritage Conservation  
Local Strategic Planning Statement

Local Strategic Planning Statement  
Maintenance of GRDCP 2021  
Maintenance of GRLEP 2021  
Maintenance of Major Sporting Venue  
Sports Turf  
Major Environmental Initiatives  
Management, Development and  
Marketing of Council's Major Sporting  
Venues  
Open Space Public Play Equipment  
Safety Audits and Maintenance  
Park Maintenance including CBD  
Gardens  
Penshurst Sporting Hub Management  
Placemaking  
Planning Agreements

Planning Certificates  
Planning Proposal Assessment  
Plans of Management and Master Plans  
over Council's Parks and Reserves  
Public Amenities Cleaning  
Sports Field Maintenance  
Sporting Facilities, Contract and Lease  
Management  
Stormwater Management  
Strategic Asset Management  
Strategic Planning and Policy  
Strategic Property  
Traffic Advisory Committee  
Traffic and Transport



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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**Pillar 4 Delivery Program**

<b>Delivery Program 2025-2029</b>						
Code	Principal Activity	25-26	26-27	27-28	28-29	Responsibility
<b>4.1A</b>	Monitor and standardise DA assessment reports and templates.	✓	✓	✓	✓	Manager Development and Building
<b>4.1B</b>	Provide ongoing education to the community about controls to the development and building approval processes.	✓	✓	✓	✓	Manager Development and Building
<b>4.2A</b>	Develop and implement an Affordable Rental Housing Contributions Scheme.	✓	✓	✓	✓	Manager Strategic Planning
<b>4.2B</b>	Explore opportunities for affordable housing in Council redevelopments.		✓	✓		Manager Strategic Planning, Head of Strategic Property
<b>4.2C</b>	Develop policies to encourage diversity of housing that ensures quality design and sustainability principles	✓	✓	✓	✓	Manager Strategic Planning
<b>4.2D</b>	Complete Master Plans for local centres that will revitalise and respond to the community's ideas and aspirations for the future	✓	✓	✓	✓	Manager Strategic Planning
<b>4.3A</b>	Pursue State Government priority for improved public transport services to the LGA.	✓	✓	✓	✓	Executive Manager City Futures
<b>4.4A</b>	Increase community and road safety in Georges River Local Government Area.	✓	✓	✓	✓	Manager Strategic Placemaking
<b>4.4B</b>	Maintain Council's footpath and shared path network to be functional and safe.	✓	✓	✓	✓	Manager City Technical Services Manager Strategic Placemaking Manager City Operational Services
<b>4.4C</b>	Maintain Council's playgrounds to be functional and safe.	✓	✓	✓	✓	Manager City Technical Services Manager Strategic Placemaking Manager City Operational Services
<b>4.4D</b>	Maintain Council's road assets (roads, kerb and gutter, retaining walls and bridges to be functional and safe).	✓	✓	✓	✓	Manager City Technical Services Manager Strategic Placemaking Manager City Operational Services
<b>4.4E</b>	Maintain Council's stormwater assets to be functional and safe.	✓	✓	✓	✓	Manager City Technical Services Manager Strategic Placemaking Manager City Operational Services
<b>4.5A</b>	Ensure our parks and reserves have updated Plans of Management and Master Plans.	✓	✓	✓	✓	Manager Strategic Planning
<b>4.5B</b>	Maintain Council's sports fields to optimise use and availability.	✓	✓	✓	✓	Manager City Technical Services Manager Strategic Placemaking Manager City Operational Services

4.5C	Maintain Council's aquatic facilities to achieve community service delivery outcomes.	✓	✓	✓	✓	Manager Strategic Placemaking Manager City Operational Services
4.5D	Maintain Council's buildings to be functional and safe	✓	✓	✓	✓	Manager Strategic Placemaking Manager City Operational Services
4.6A	Progress the construction of a new aquatic facility in the LGA.	✓	✓	✓	✓	Director Assets and Infrastructure
4.7A	Plan for and implement improved access to waterways and bushlands	✓	✓	✓	✓	Manager City Technical Services Manager Strategic Placemaking
4.8A	Plan for and implement a purchasing program for property requiring compulsory acquisition identified in the comprehensive LEP.	✓	✓	✓	✓	Head of Strategic Property



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Pillar 4 Operational Plan

Strategy 4.1: Manage development assessment processes to reflect the intent of local planning instruments, state planning objectives and community priorities				
Code	Action	Year	Performance Indicator	Responsibility
<b>4.1A</b>	<b>Monitor and standardise DA assessment reports and templates</b>			
4.1Ai	Ensure DA assessment report templates continue to reflect current planning controls and peer review processes.	2025-2029	<i>Report templates are updated as required</i>	Manager Development and Building
4.1Aii	Ensure DA assessment templates are up to date and reflect any legislative changes and maintain peer review processes.	2025-2029	<i>Assessment templates are updated as required</i>	Manager Development and Building
<b>4.1B</b>	<b>Provide ongoing education to the community about controls to the development and building approval processes</b>			
4.1Bi	Hold community information session on planning development and building sessions and ensure website is up to date.	2025-2029	<i>Information sessions conducted / Website updated</i>	Manager Development and Building
4.1Bii	Provide and maintain up to date self-help information on Council's website.	2025-2029	<i>Information provided and maintained</i>	Manager Development and Building
Strategy 4.2: Create local policies and initiatives to encourage a greater supply of housing diversity, quality design and sustainability principles				
<b>4.2A</b>	<b>Develop and implement an Affordable Rental Housing Contributions Scheme.</b>			
4.2Ai	Develop and implement an Affordable Rental Housing Contributions Scheme.	2025-2029	<i>Scheme is developed and implemented.</i>	Manager Strategic Planning
<b>4.2B</b>	<b>Explore opportunities for affordable housing in Council redevelopments.</b>			
4.2Bi	Affordable housing to be considered in conjunction with the wider property strategy associated with the Civic Precinct redevelopment.	2025-2029	<i>Affordable housing considered</i>	Executive Manager City Futures
<b>4.2C</b>	<b>Develop policies to encourage diversity of housing that ensures quality design and sustainability principles</b>			
4.2Ci	Commence the preparation of an update to the Georges River Local Strategic Planning Statement.	2026-2027	<i>Statement prepared</i>	Manager Strategic Planning
4.2Cii	Prepare a Planning Proposal to amend the Georges River LEP to introduce biodiversity and character provisions.	2026-2027	<i>LEP prepared</i>	Manager Strategic Planning
<b>4.2D</b>	<b>Complete Master Plans for local centres that will revitalise and respond to the community's ideas and aspirations for the future</b>			
4.2Di	Complete a Master Plan for Beverly Hills Local Centre.	2025-2026	<i>Master Plan completed</i>	Manager Strategic Planning
4.2Dii	Implement the Mortdale Local Centre Master Plan.	2025-2026	<i>Master Plan implemented</i>	Manager Strategic Planning



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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4.2Diii	Commence the preparation of a Master Plan for the Riverwood Local Centre.	2025-2027	<i>Master Plan prepared</i>	Manager Strategic Planning
4.2Div	Commence the preparation of a Master Plan for the Kogarah Strategic Centre.	2025-2027	<i>Master Plan prepared</i>	Manager Strategic Planning
4.2Dv	Include the recommendations of the CINAAAS for open space provision in the review of the development contributions plan.	2025-2029	<i>Open space included</i>	Manager Strategic Planning
<b>Strategy 4.3: Plan and provide a range of appropriate public transport services such as train and bus services</b>				
<b>4.3A</b>	<b>Pursue State Government priority for improved public transport services to the LGA</b>			
4.3Ai	Continue to lobby Transport for NSW and the Minister for Transport for improved public transport options.	2025-2029	<i>Transport options improved</i>	Executive Manager City Futures
4.3Aii	Conduct economic modelling to explore the viability of reinstating train services to Kogarah in peak periods.	2025-2029	<i>Modelling conducted</i>	Executive Manager City Futures
4.3Aiii	Review the status of the actions from the various transport strategies that have been prepared for Council and report to Council on a yearly basis.	2025-2029	<i>Yearly reporting completed</i>	Manager Strategic Placemaking
<b>Strategy 4.4: Plan, maintain and improve safe and connected roads, footpaths and cycleways</b>				
<b>4.4A</b>	<b>Increase community and road safety in Georges River Local Government Area</b>			
4.4Ai	Plan for the annual traffic and transport program.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
4.4Aii	Deliver the annual traffic and transport program.	2025-2029	<i>Program delivered</i>	Manager Strategic Placemaking
4.4Aiii	Deliver the annual road safety program.	2025-2029	<i>Program delivered</i>	Manager Strategic Placemaking
<b>4.4B</b>	<b>Maintain Council's footpath and shared path network to be functional and safe</b>			
4.4Bi	Deliver the capital works program for new footpaths.	2025-2029	<i>Program delivered</i>	Manager City Technical Services
4.4Bii	Plan Council's annual capital renewal and maintenance programs for footpaths and shared paths.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
4.4Biii	Plan for Council's new footpaths and shared paths.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
4.4Biv	Deliver the annual capital works program for footpath renewals.	2025-2029	<i>Program delivered</i>	Manager City Technical Services
4.4Bv	Undertake reactive maintenance works of Council's existing footpath networks.	2025-2029	<i>Reactive maintenance undertaken</i>	Manager City Operational Services
4.4Bvi	Commence design of active transport and micro mobility routes within the local government area.	2025-2029	<i>Design of routes commenced</i>	Manager Strategic Placemaking
<b>4.4C</b>	<b>Maintain Council's playgrounds to be functional and safe</b>			
4.4Ci	Develop the playground strategy to include new, upgrade, renewal and decommissioned playgrounds.	2025-2029	<i>Strategy developed</i>	Manager Strategic Placemaking



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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4.4Cii	Deliver the annual capital works program for playgrounds.	2025-2029	<i>Program delivered</i>	Manager City Technical Services
4.4Ciii	Conduct quarterly playground inspections aligned with the current requirements and deliver the annual maintenance program.	2025-2029	<i>Quarterly inspected conducted</i>	Manager City Operational Services
<b>4.4D</b>	<b>Maintain Council's road assets (roads, kerb and gutter, retaining walls and bridges) to be functional and safe</b>			
4.4Di	Plan for Council's road assets renewal and upgrade program.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
4.4Dii	Deliver the annual capital works program for new and renewal of road assets.	2025-2029	<i>Program delivered</i>	Manager City Technical Services
4.4Diii	Undertake reactive maintenance works of Council's road assets.	2025-2029	<i>Works undertaken</i>	Manager City Operational Services
<b>4.4E</b>	<b>Maintain Council's stormwater assets to be functional and safe</b>			
4.4Ei	Plan for Council's stormwater assets renewal and upgrade program.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
4.4Eii	Deliver the annual capital works program for new and renewal of stormwater assets.	2025-2029	<i>Program delivered</i>	Manager City Technical Services
4.4Eiii	Undertake reactive maintenance works of Council's stormwater assets.	2025-2029	<i>Works undertaken</i>	Manager City Operational Services
<b>Strategy 4.5: Plan, maintain and manage public parks, facilities and open spaces to provide diverse active and passive recreation options</b>				
<b>4.5A</b>	<b>Ensure our parks and reserves have updated Plans of Management and Master Plans</b>			
4.5Ai	Continue Plans of Management for Crown Lands in accordance with the Crown Land Management Act.	2025-2029	<i>Plans of management continued</i>	Manager Strategic Planning
4.5Aii	Prepare the Plan of Management and Master Plan for Carss Bush Park and Todd Park	2025-2027	<i>Plan of Management and Master Plan prepared</i>	Manager Strategic Planning
4.5Aiii	Commence the Plan of Management and Master Plan for the Jubilee Stadium Precinct.	2025-2026	<i>Plan of Management and Master Plan commenced</i>	Manager Strategic Planning
4.5Aiv	Commence the Plan of Management for Beverley Park Golf Course.	2025-2026	<i>Plan of Management commenced</i>	Manager Strategic Planning
<b>4.5B</b>	<b>Maintain Council's sport fields to optimise use and availability</b>			
4.5Bi	Plan for Council's sports fields renewal and upgrade program.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
4.5Bii	Deliver the annual capital works program for new and renewal of Council's sports fields.	2025-2029	<i>Program delivered</i>	Manager City Technical Services

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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4.5Biii	Undertake reactive maintenance works of Council's sports fields.	2025-2029	<i>Works undertaken</i>	Manager City Operational Services
4.5Biv	Implement the two year trial of Council managed synthetic sports fields as part of the CINAAAS.	2025-2027	<i>Trial implemented</i>	Manager Sport Community Facilities and Events
4.5Bv	Complete a quality audit of open space as part of the CINAAAS.	2025-2026	<i>Audit completed</i>	Manager Sport Community Facilities and Events Manager Strategic Placemaking
4.5Bvi	Explore options for 'informal' recreation through management of open space as part the CINAAAS.	2025-2029	<i>Options explored</i>	Manager Strategic Placemaking Manager Sport Community Facilities and Events Manager Strategic Planning
<b>4.5C</b>	<b>Maintain Council's aquatic facilities to achieve community service delivery outcomes</b>			
4.5Ci	Develop site specific asset management plans for Council's existing aquatic facilities.	2025-2026	<i>Asset Management Plans developed</i>	Manager Strategic Placemaking
4.5Cii	Implement the asset management plan for Council's aquatic facilities	2026-2029	<i>Plan implemented</i>	Manager City Operational Services
<b>4.5D</b>	<b>Maintain Council's buildings to be functional and safe</b>			
4.5Di	Undertake annual programmed and reactive maintenance works of Council's buildings.	2025-2029	<i>Reactive maintenance undertaken</i>	Manager City Operational Services
4.5Dii	Plan for annual capital renewal program for Council buildings.	2025-2029	<i>Planning undertaken</i>	Manager Strategic Placemaking
<b>Strategy 4.6: Plan for and manage collaboratively with the three spheres of government to improve community assets and facilities</b>				
<b>4.6A</b>	<b>Progress the construction of a new aquatic facility in the Georges River LGA</b>			
4.6Ai	Assist the NSW Government to construct a new Aquatic Facility at Carss Park.	2025-29	<i>Construction commenced</i>	Director Business and Corporate Services Director Assets and Infrastructure
<b>Strategy 4.7: Manage and maintain community access to local waterways and bushland</b>				
<b>4.7A</b>	<b>Plan for and implement improved access to waterways and bushlands</b>			
4.7Ai	Plan foreshore access and improvement plan actions.	2025-2029	<i>Plans implemented</i>	Manager Strategic Placemaking
4.7Aii	Plan for the implementation of associated master plans.	2025-2029	<i>Master plans implemented</i>	Manager Strategic Placemaking
4.7Aiii	Deliver the Donnelly Park Seawall.	2025-2026	<i>Seawall delivered</i>	Manager of City Technical Services

4.7Aiv	Deliver the upgraded Tom Ugly's Fishing Platform.	2026-2027	<i>Platform delivered</i>	Manager of City Technical Services
<b>Strategy 4.8: Prioritise investment in infrastructure</b>				
<b>4.8A</b>	<b>Plan for and implement a purchasing program for property requiring compulsory acquisition identified in the comprehensive LEP</b>			
4.8Ai	Acquire land for open space purposes as identified in the Local Environmental Plan.	2025-2029	<i>Land acquired</i>	Head of Strategic Property

Pillar 4 Performance Indicators

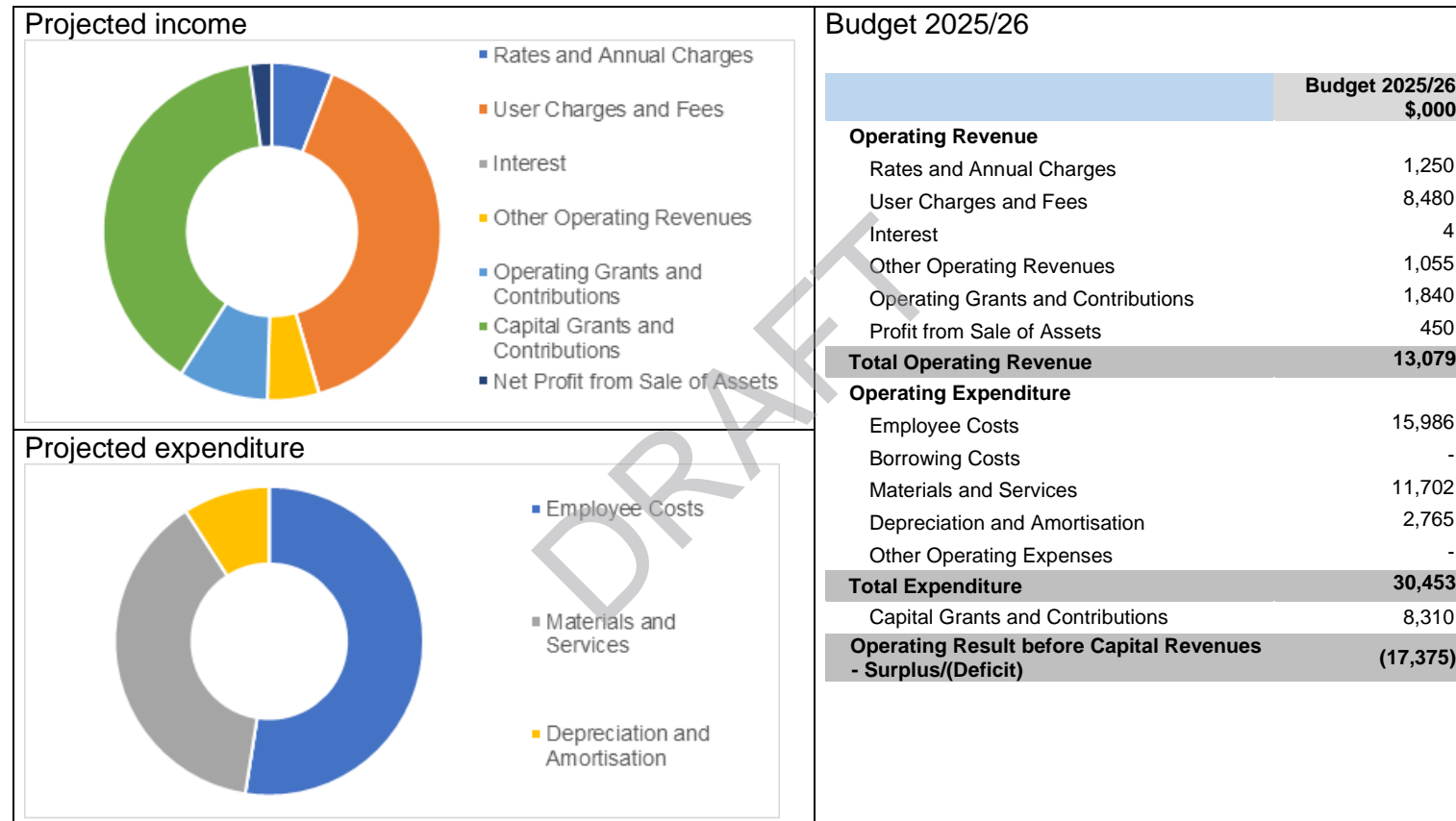
Key Performance Measures	Annual Target	Responsibility
Percentage of pothole requests made safe and scheduled for repair within 48 hours.	= 100%	Manager City Operational Services
Civil design for private works completed within timeframe	> 90%	Manager City Technical Services
Maintain the Asset Renewal Ratio above industry benchmarks.	> 100%	Manager Strategic Placemaking
Percentage of 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 planning proposals meeting Gateway determination timeframes.	> 85%	Manager Development and Building
Average gross assessment times (in days) on DAs.	< 105 days	Manager Development and Building
Average gross assessment times (in days) on DA Modifications, DA reviews.	< 105 days	Manager Development and Building
Average time (in Days) from DA lodgement to notification	< 15 days	Manager Development and Building
Average time from Portal lodgement to Council lodgement	7 days	Manager Development and Building
Hectares of sports fields mowed	42.5 Hectares	Manager City Operational Services



## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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## Resourcing





## Pillar 5: Our Governance

Our community deserves the highest standards of ethical behaviour and accountability in all aspects of governance. Our elected officials and public servants are committed to making decisions that are not only responsible but also sustainable, ensuring financial stability and long-term wellbeing for the community.

Our community wants a governance model that prioritises ethical, accountable decision-making and values the voice of our diverse, engaged residents and visitors. We ensure that residents are consulted and actively engaged in decisions that impact their lives.

This includes collaboration with all levels of government, the private sector, and non-government organisations on projects, initiatives, and issues that affect our community.

It is essential that all levels of government make decisions that are based on evidence, with careful consideration of financial sustainability, environmental impacts, and long-term consequences for future generations. Transparency in decision-making is crucial, and the rationale behind decisions must be clear and accessible to the community.

We are committed to fostering a diverse and engaged workforce that reflects the communities we serve. Through ethical leadership, inclusivity, and collaboration, we aim to serve the aspirations of our community, protect the environment, and build a prosperous future for all.



## Long-term Goal for Our Governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

## Council Services Supporting Our Governance

Access to Information and Privacy	Executive Services	People and Performance
Business Insights	Financial Management	People Experience
City Marketing	Financial Planning and Analysis	Procurement
Commercial Property Management	Geographical Information Systems	Records and Information Management
Communications and Engagement	IMT Improvement and Support	Revenue Management
Corporate Governance	Insurance	Risk
Court Attendance	Integrated Planning and Reporting	Statutory Land/Property Management
Digital Services – Information Management	Internal Audit	Strategic Property Matters
Economic Development	Legal Advice	Technology
	Payroll	Work Health and Safety

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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**Pillar 5 Delivery Program**

<b>Delivery Program 2025-2029</b>						
<b>Code</b>	<b>Principal Activity</b>	<b>25-26</b>	<b>26-27</b>	<b>27-28</b>	<b>28-29</b>	<b>Responsibility</b>
<b>5.1A</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.	✓	✓	✓	✓	Executive Manager City Futures
<b>5.1B</b>	Embed Council's Engagement Strategy as an overarching process for all Council engagement activity.	✓	✓	✓	✓	Executive Manager City Futures
<b>5.2A</b>	Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfill its responsibilities under the Local Government Act and ARIC Charter.	✓	✓	✓	✓	Chief Audit Executive
<b>5.2B</b>	Promote and create an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance.	✓	✓	✓	✓	Chief Audit Executive
<b>5.2C</b>	Maintain the focus on education, awareness and mitigation with respect to risk management and increase Council maturity in regard to Council's Enterprise Risk Management Framework.	✓	✓	✓	✓	Chief Governance and Risk Officer
<b>5.2D</b>	Maintain online public registers as required under the Government Information (Public Access) Act 2009 and Designated Persons disclosure returns in accordance with Council's Code of Conduct.	✓	✓	✓	✓	Chief Governance and Risk Officer
<b>5.2E</b>	Report to oversight bodies, including the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.	✓	✓	✓	✓	Chief Governance and Risk Officer
<b>5.3A</b>	Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future.	✓	✓	✓	✓	Chief Financial Officer
<b>5.4A</b>	Implement the Digital Resourcing Management Plan.	✓	✓	✓	✓	Chief Information Officer
<b>5.5A</b>	Implement a Workplace Health and Safety System to support a safe workplace.	✓	✓	✓	✓	Chief People Officer
<b>5.5B</b>	Implement Our People Plan (Workforce Management Plan).	✓	✓	✓	✓	Chief People Officer

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5.6A	Implement and deliver a Councillor induction and professional development program as required by <i>the Local Government Act 1993</i> to ensure Councillors are able to effectively fulfill their roles.	✓	✓	✓	✓	Manager Office of the General Manager
5.6B	Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan.	✓	✓	✓	✓	Manager Office of the General Manager
5.6C	Ensure the community are kept informed of decisions made by the elected body.	✓	✓	✓	✓	Manager Office of the General Manager
5.6D	Conduct reviews of Council services in line with Council's Service Review Program.	✓	✓	✓	✓	Manager Office of the General Manager





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**Pillar 5 Operational Plan**

<b>Strategy 5.1: Ensure all levels of government consult and engage the community on projects, initiatives and issues which have an impact on their lives.</b>				
<b>Code</b>	<b>Action</b>	<b>Year</b>	<b>Performance Indicator</b>	<b>Responsibility</b>
<b>5.1A</b>	<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>			
5.1Ai	Continue with shared and joint use program with Department of Education.	2025-2029	<i>Program continued</i>	Executive Manager City Futures
<b>5.1B</b>	<b>Embed Council's Engagement Strategy as an overarching process for all Council engagement activity</b>			
5.1Bi	Maintain on Your Say a community facing dashboard on engagement activity.	2025-2029	<i>Community facing dashboard continued</i>	Executive Manager City Futures
5.1Bii	Expand the suite of resources and training programs for Council staff to create more opportunities for community engagement.	2025-2029	<i>Suite expanded</i>	Executive Manager City Futures
5.1Biii	Establish a new baseline for Georges River website engagement and accessibility utilising new and existing analytics tools.	2025-2026	<i>Baseline established</i>	Executive Manager City Futures
5.1Biv	Deliver an innovative approach utilising a broad range of tools to enable authentic community engagement.	2025-2029	<i>Innovative approach delivered</i>	Executive Manager City Futures
5.1Bv	Develop a comprehensive community engagement report for Council's annual report.	2025-2029	<i>Report delivered</i>	Executive Manager City Futures
<b>Strategy 5.2: Implement a governance framework that covers ethical behaviour, financial management including procurement, risk management and access to information</b>				
<b>5.2A</b>	<b>Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfill its responsibilities under the Local Government Act and ARIC Charter</b>			
5.2Ai	Facilitate ARIC reports to Council on activities and functions, including an Annual Report from the ARIC Chair.	2025-2029	<i>Report delivered</i>	Chief Audit Executive
5.2Aii	Facilitate renewal or replacement of ARIC independent member when required.	2025-2029	<i>ARIC member renewed or replaced</i>	Chief Audit Executive
5.2Aiii	Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Charter requirements to be completed throughout the year.	2025-2029	<i>Calendar prepared</i>	Chief Audit Executive
<b>5.2B</b>	<b>Promote and create an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance</b>			
5.2Bi	Complete the adopted Audit Program annually.	2025-2029	<i>Program completed</i>	Chief Audit Executive
5.2Bii	Implement any mandatory internal audit guidelines issued by the OLG.	2025-2029	<i>Guidelines implemented</i>	Chief Audit Executive
5.2Biii	Consider other agencies reports (e.g. ICAC, Audit Office NSW, OLG) relating to internal controls, governance and investigations, and implement actions relevant to Council.	2025-2029	<i>Reports considered and implemented where required</i>	Chief Audit Executive

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5.2Biv	Promote and provide governance-focused education, enhancing organisational frameworks, and implementing safeguards to ensure the Council enforces high ethical standards.	2025-2029	<i>Education promoted and provided</i>	Chief Governance and Risk Officer
<b>5.2C</b>	<b>Maintain the focus on education, awareness and mitigation with respect to risk management and increase Council maturity in regard to Council's Enterprise Risk Management Framework.</b>			
5.2Ci	Annually review Council's strategic and operational risks.	2025-2029	<i>Risks reviewed</i>	Chief Governance and Risk Officer
5.2Cii	Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee and the Executive Team.	2025-2029	<i>Risks reviewed and reported</i>	Chief Governance and Risk Officer
<b>5.2D</b>	<b>Maintain online public registers as required under the Government Information (Public Access) Act 2009 and Designated Persons Disclosure Returns in accordance with Council's Code of Conduct.</b>			
5.2Di	Continue to maintain online public registers as required including gifts and benefits and Councillor disclosures of interest returns.	2025-2029	<i>Registers maintained</i>	Chief Governance and Risk Officer
<b>5.2E</b>	<b>Report to oversight bodies, including 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>			
5.2Ei	Continue reporting statistics to the Office of Local Government, the ICAC, 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.	2025-2029	<i>Reporting continued</i>	Chief Governance and Risk Officer
<b>Strategy 5.3: Maintain a sustainable financial position balanced with demand for services and new projects by evaluating the long-term financial impacts of decisions and ensuring the current generation adequately funds the services it consumes</b>				
<b>5.3A</b>	<b>Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future</b>			
5.3Ai	Align the annual budget strategy to incorporate proposed new projects and programs, while maintaining long-term financial sustainability.	2025-2029	<i>Budget aligned</i>	Chief Financial Officer
5.3Aii	Ensure the annual Long Term Financial Plan adequately highlights emerging risks and outlined actions to remediate.	2025-2029	<i>Plan is adequate</i>	Chief Financial Officer
5.3.1	Provide reports on Council's financial assistance program, including community grants, microgrants, venue hire program, heritage grants, event grants, event sponsorship and donations program.	2025-2029	<i>Reports provided</i>	Manager Community and Early Learning Services

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<b>Strategy 5.4: Undertake effective management of digital frameworks to enable responsive and timely services and information and protect privacy</b>				
<b>5.4A</b>	<b>Implement the Digital Resourcing Management Plan</b>			
5.4Ai	Implement digital transformation initiatives that improve community access to council online services.	2025-2029	<i>Initiatives implemented</i>	Chief Information Officer
5.4Aii	Enhance trust by implementing an independent information security audit program to strengthen business resilience and protect Council's data from breaches.	2025-2029	<i>Program implemented</i>	Chief Information Officer
5.4Aiii	Review Council's Enterprise architecture to future proof and enable secure, scalable information services.	2025-2029	<i>Enterprise architecture reviewed</i>	Chief Information Officer
<b>Strategy 5.5: Implement leading people practices to create a high performing, capable and resilient workforce</b>				
<b>5.5A</b>	<b>Implement a Workplace Health and Safety System to support a workplace where our staff feel safe, supported and valued</b>			
5.5Ai	Evaluate Work, Health and Safety (WHS) procedures and implement effective controls to manage WHS risks.	2025-2029	<i>Procedures evaluated/controls implemented</i>	Chief People Officer
<b>5.5B</b>	<b>Implement the 2022-2026 Our People Plan</b>			
5.5Bi	Enhance and refine Council's Performance Excellence Program to achieve leading practices in reviewing, managing and recognising performance, fostering an environment where employees are motivated to excel in their roles.	2025-2029	<i>Program enhanced</i>	Chief People Officer
5.5Bii	Design and implement Council's Inclusion Strategy to ensure a diverse and inclusive workplace, where everyone feels welcomed, valued and empowered to fully participate in how we achieve our mission.	2025-2029	<i>Strategy designed and implemented</i>	Chief People Officer
5.5Biii	Refine and strengthen Council's BENE-FIT 360 Program to drive a healthier, happier and more productive and engaged workforce, and promote Council as an employer of choice within the local government sector.	2025-2029	<i>Program refined and strengthened</i>	Chief People Officer
5.5Biv	Implement Council's Talent Acquisition and Retention Strategy to enhance diversity and ensure the right people are placed in the right roles with the necessary skills and capabilities.	2025-2029	<i>Strategy implemented</i>	Chief People Officer
5.5Bv	Redesign and implement a modern and future led flexible working scheme that embraces flexibility for success by establishing arrangements that genuinely promote flexibility across our diverse workforce.	2025-2029	<i>Scheme implemented</i>	Chief People Officer

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<b>Strategy 5.6: Ensure decision making is evidence based</b>				
<b>5.6A</b>	<b>Implement and deliver a Councillor induction and professional development program as required by the Local Government Act 1993 to ensure Councillors are able to effectively fulfill their roles.</b>			
5.6Ai	Provide ample training and development opportunities (offered both externally and internally) to ensure diversity of choice and availability.	2025-2029	<i>Opportunities provided</i>	Manager Office of the General Manager
<b>5.6B</b>	<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>			
5.6Bi	Communicate Council's progress against the Community Strategic Plan, Delivery Program and Operational Plan.	2025-2029	<i>Progress reports communicated</i>	Manager Office of the General Manager
5.6Bii	Prepare an annual report on Council's progress of implementing its Delivery Program and Operational Plan.	2025-2029	<i>Annual report produced</i>	Manager Office of the General Manager
<b>5.6C</b>	<b>Ensure the community are informed of decisions made by the elected body</b>			
5.6Ci	Recordings of all Council and Committee meetings to be available on Council's website for a period of four years (from 2021 onwards).	2025-2029	<i>Recordings available</i>	Manager Office of the General Manager
5.6Cii	Ensure the unconfirmed minutes of each meeting of Council are published on Council's website within five business days.	2025-2029	<i>Meeting minutes published</i>	Manager Office of the General Manager
<b>5.6D</b>	<b>Conduct Reviews of Council's services in line with the service review program</b>			
5.6Di	Conduct a review of Council's Fleet service.	2025-2026	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dii	Conduct a review of Council's Grants and Financial Assistance service.	2025-2026	<i>Conduct service review</i>	Manager Office of the General Manager
5.6.Diii	Conduct a review of Council's Records and Information (Data) Management service.	2025-2026	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Div	Conduct a review of Council's Legal service.	2026-2027	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dv	Conduct a review of Council's Asset Management service.	2026-2027	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dvi	Conduct a review of Council's Sports field Maintenance service.	2026-2027	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dvii	Conduct a review of Council's Waste service.	2027-2028	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dviii	Conduct a review of Council's Cyber Security service.	2027-2028	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dix	Conduct a review of Council's Events service.	2027-2028	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dx	Conduct a review of Council's Sporting Facilities Contract and Lease Management service.	2028-2029	<i>Conduct service review</i>	Manager Office of the General Manager
5.6Dxi	Conduct a review of Council's Early Learning service (Care Options)	2028-2029	<i>Conduct service review</i>	Manager Office of the General Manager



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5.6Dxii	Conduct a review of Council's Fire Safety Statements service.	2028-2029	Conduct service review	Manager Office of the General Manager
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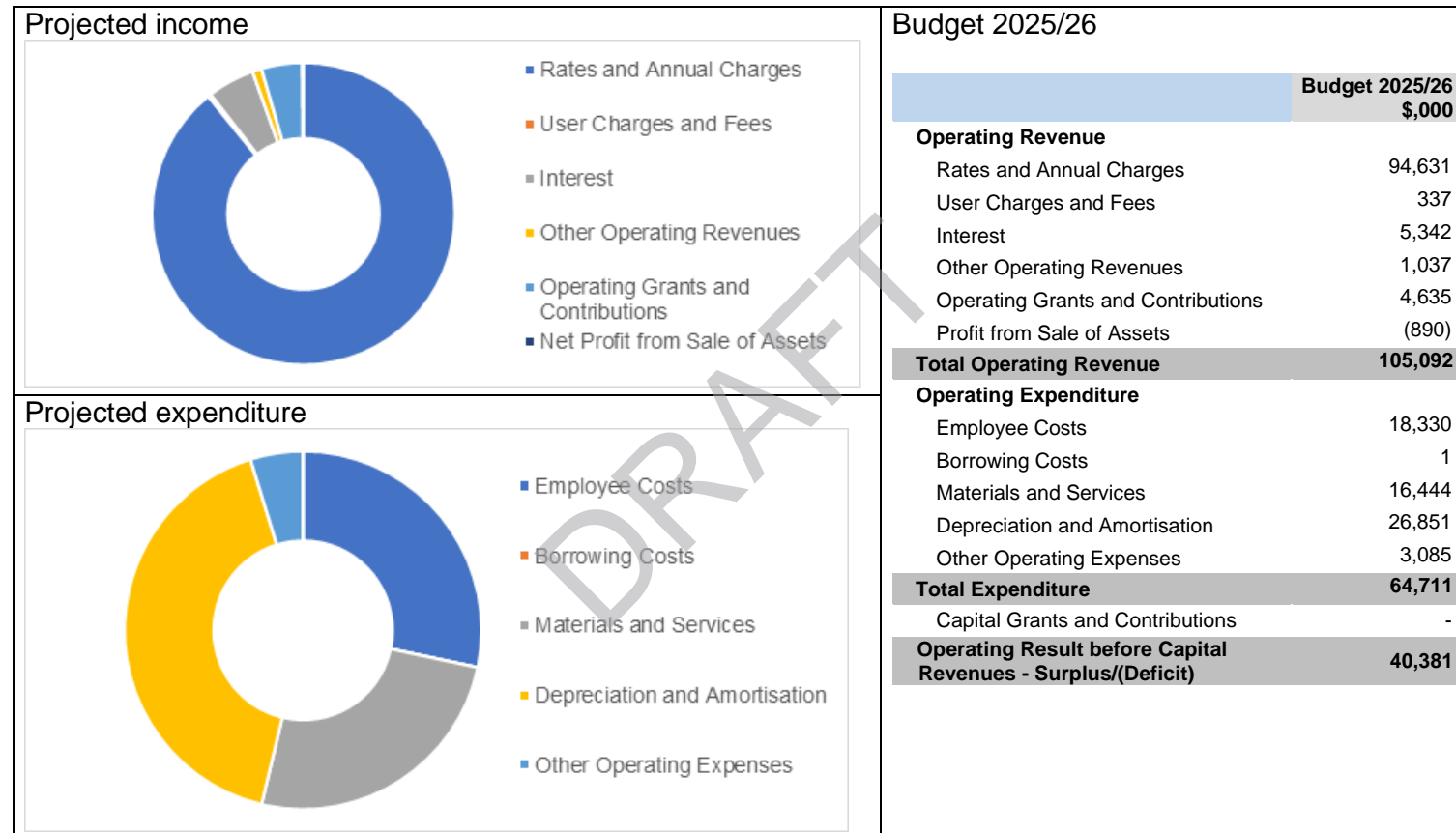
## Pillar 5 Performance Indicators

Key Performance 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
Actual year-to-date Employee Costs are no more than 1.5% over the year-to-date approved budget.	< 1.5% over budget	Chief Finance Officer
Investment portfolio returns for the past 12 months exceed industry benchmark as disclosed by Councils investment advisor.	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%	Chief Governance and Risk Officer
Percentage of WHS Incident Management Corrective Actions finalised within agreed times	≥ 80%	Chief People Officer
Percentage of Cyber Threats blocked	> 90%	Chief Information Officer
Cyber Threat Preparedness	> 90%	Chief Information Officer
Percentage of important devices on the Council's network that are fully updated	95%	Chief Information Officer
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%	General Counsel
Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate.	= 100%	General Counsel
Council decisions made at meetings closed to the public.	< 10%	Manager Office of the General Manager
Percentage of GIPPA's completed within legislated timeframe	80%	Chief Governance and Risk Officer
Percentage of risks within risk appetite and tolerance levels	80%	Chief Governance and Risk Officer

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## Resourcing



## Evaluation

The Community Strategic Plan (CSP) is where the Delivery Program (DP) emanates from. A successful program will show clear links from the CSP and then flow down into the Operational Plan (OP) where actions are created to deliver the outcomes from the DP.



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### Measuring success

It is important that we track our progress against our plans and evaluate our success, as well as what we could do differently, to achieve our goals.

The community needs to be informed of Council's progress:

- Our CSP contains 27 target items, with progress reported every 4 years in the State of Our City Report.
- The Delivery Program and Operational Plan are reported on half-yearly in the Progress Report and annually in the Annual Report.

Council monitors its performance of actions and key performance indicators in the Operational Plan through:

- Quarterly and annual financial reports to Council.
- Internal quarterly reporting to all Directors and the General Manager.

These reports can be found on Council's website:

[Progress Reports](#)

[Annual Reports](#)

[State of Our City Report](#)





## 2025/26 Budget

### About the Budget

The annual budget adopted by Council forms our Long-Term Financial Plan (LTFP) which is an essential tool for securing sustainability. The LTFP is guided by the principles of sound financial management set out in Section 8B of the Local Government Act 1993. These include:

1. Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure.
2. Investing in infrastructure that delivers long-term community benefit and is financially viable.
3. Implementing effective financial and asset management practices, including:
  - performance reporting
  - proactive asset maintenance
  - sound funding decisions
  - comprehensive risk management
4. Considering inter-generational equity by:
  - evaluating the long-term financial impacts of policy decisions
  - ensuring the current generation funds the services it consumes.

The 2025/26 Budget reflects Council's commitment to long-term financial sustainability, forecasting an operating surplus of \$2.4 million (excluding capital grants). This will mark the fourth consecutive year Council is projected to achieve a surplus. Rates and Annual Charges remain the primary source of income, with the Special Rate Variation (SRV) of 5.8% concluding in 2025/26. The SRV has been crucial in maintaining operating surpluses and ensuring sustainable cash levels for asset renewal and funding new assets.

While Council's financial position remains stable, projections show operating deficits over the next few years, mainly due to the conclusion of the SRV and rising cost pressures. Current results are influenced by interest income from cash investments, with 60% coming from restricted funds that cannot support general operations. The acquisition of the Carss Park Aquatic Facility introduces ongoing costs of \$2 million annually. Prioritising valued services, projects, and programs will be essential to achieve financial sustainability and compliance with Council's legislative obligations.

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In order to achieve the \$2.4 million surplus target, the budget has been prepared on the following strategy:

Topic	Budget Strategy Details
Financial Strategy and Budget Goals	<ul style="list-style-type: none"> <li>The budget aims to achieve an operating surplus of between \$2-3 million to generate sufficient cash for Council's contribution to the Carss Park Aquatic Facility (CCL086-24).</li> <li>Service levels have been capped to align with constrained resources and achieve the operating surplus.</li> <li>Budget bids of \$1.2 million have been included, with over \$4.8 million either reduced or deferred.</li> <li>A 4-year Capital Program Budget has now been proposed, which has expanded from the 3-year Capital Budget adopted as part of the 2024/25 Budget Strategy. The program has increased from the recently revised budget of \$120.7 million, which covers 2024/25 to 2026/27, to a \$150.9 million budget to occur from 2025/26 to 2028/29. Any capital works budgeted to occur in 2024/25, that do not get completed, will be added to the \$150.9 million program as part of the carryover process in 2025/26.</li> </ul>
Economic Conditions and Financial Pressures	<ul style="list-style-type: none"> <li>There has been a material shift in economic conditions, especially rising costs, which, combined with capped income and no changes to the service portfolio, result in greater financial pressures.</li> <li>A standard CPI increase of 3.0% has been applied across income, materials, services, and expenses, though some areas are experiencing higher increases than the CPI index.</li> <li>Material income changes include a 5.8% Special Rate Variation, decreased waste-related income due to lower expenses, and a slight increase in investment returns due to healthy cash balances.</li> <li>Investment interest income is projected to be lower than current levels as projected cash rates within the economy are expected to be less favourable.</li> <li>Depreciation is forecast to increase due to construction of new assets, immaterial disposal of assets, asset condition deterioration, and the rising cost of replacement.</li> <li>Insurance premiums have been set to increase based on natural disaster, cost of replacement, new assets, and a heightened risk environment.</li> </ul>

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Topic	Budget Strategy Details
Employee Costs and Strategies	<ul style="list-style-type: none"> <li>Award increase is 3.0% (\$1.6 million), plus Superannuation increase 0.5% to 12.0% (\$300,000 annually) and Award Bonus Scheme of \$1,000 (\$500,000).</li> <li>The employee cost reduction strategy has been adjusted to reflect the current financial circumstances. The previous approach of assuming a natural vacancy rate of 6.5% will now be replaced with a more structured approach, which may include managing vacancy rates (5%), holding off on some recruitment, and adjusting department budgets accordingly. This approach aims to help balance our financial goals while ensuring we continue to meet service expectations.</li> <li>Two-week Christmas shutdown that includes the provision of three grant days.</li> </ul>
Income and Subsidies	<ul style="list-style-type: none"> <li>Application of the final year of the approved Special Rate Variation of 5.8%.</li> <li>Eligible Fees and Charges have been set at a 3% increase to ensure cost recovery of the material cost increases.</li> <li>Domestic waste charges have decreased slightly, in line with a reduction in collection and disposal costs that have become evident with the provisioning of the new contract.</li> <li>The mandatory (legislated) pensioner rebate has been maintained at \$1 million.</li> <li>Subsidies are proposed to be applied to Council's premium facilities and community facilities.</li> <li>Community and sporting group rental subsidies remain unchanged (approximately \$1.5 million).</li> <li>Subsidies around the Venue Hire program remain unchanged (approximately \$470,000).</li> <li>Childcare fees have been set to comply with the Childcare Policy of cost-neutral operating budget.</li> </ul>
Other Considerations	<ul style="list-style-type: none"> <li>Council remains debt-free, with no proposed or current loans.</li> <li>Income projections are based on business as usual.</li> <li>Council's rates default level has been assumed to stay within benchmark parameters of less than 5%.</li> <li>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.</li> </ul>

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**Budgeted Income Statement**

	2025/26 BUDGET \$'000	2026/27 Estimate \$'000	2027/28 Estimate \$'000	2028/29 Estimate \$'000
<b>OPERATING REVENUE</b>				
Rates and Annual Charges	133,044	137,034	141,145	145,379
User Charges and Fees	21,403	22,044	22,705	23,386
Interest and Investment Revenue	10,830	8,638	8,028	7,942
Other Revenues	14,831	15,276	15,734	16,207
Operating Grants and Contributions	9,067	9,340	9,619	9,908
Profit on Sale of Assets	(390)	(406)	(422)	(438)
<b>Total Operating Revenue</b>	<b>188,785</b>	<b>191,926</b>	<b>196,809</b>	<b>202,384</b>
<b>OPERATING EXPENDITURE</b>				
Employee Costs	74,562	76,290	78,573	80,924
Interest Charges	1	2	3	4
Materials and Contracts	74,932	77,180	79,495	82,982
Other Expenses	4,539	4,676	4,817	4,962
Depreciation and Amortisation	32,342	33,214	34,482	35,787
<b>Total Operating Expenditure</b>	<b>186,376</b>	<b>191,362</b>	<b>197,370</b>	<b>204,659</b>
<b>Operating Result before Capital Revenue</b>	<b>2,409</b>	<b>564</b>	<b>(561)</b>	<b>(2,275)</b>
Capital Grants and Contributions	18,310	18,860	19,427	20,010



## Budgeted Statement of Financial Position

	2025/26 BUDGET \$'000	2026/27 Estimate \$'000	2027/28 Estimate \$'000	2028/29 Estimate \$'000
<b>ASSETS</b>				
Current Assets				
Cash, Cash Equivalents and Investments	266,656	278,089	287,649	300,487
Receivables	12,709	12,642	12,865	13,193
Less: Provision for Impairment	(512)	(564)	(618)	(674)
Inventories	188	194	199	205
Other (Prepayments)	550	550	550	550
Non-current Assets				
Property, Plant and Equipment	1,713,066	1,722,650	1,732,154	1,811,084
Investment Property	29,428	29,428	29,428	29,428
Intangible Assets	-	-	-	-
Right of Use Assets	80	108	121	119
<b>Total Assets</b>	<b>2,022,165</b>	<b>2,043,097</b>	<b>2,062,348</b>	<b>2,154,392</b>
<b>LIABILITIES</b>				
Current Liabilities				
Payables	(28,307)	(29,333)	(29,103)	(32,776)
Lease Liabilities	(44)	(44)	(44)	(44)
Borrowings	-	-	-	-
Unexpended Operating Grants	(2,000)	(2,000)	(2,000)	(2,000)
Unexpended Capital Grants	(6,000)	(6,000)	(6,000)	(6,000)
Accruals and Provisions	(18,385)	(18,811)	(19,374)	(19,954)

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Non-Current Liabilities				
Borrowings	-	-	-	-
Lease Liabilities	(42)	(96)	(150)	(204)
<b>Total Liabilities</b>	<b>(54,778)</b>	<b>(56,284)</b>	<b>(56,671)</b>	<b>(60,978)</b>
EQUITY				
Accumulated surplus	(1,550,374)	(1,569,798)	(1,588,664)	(1,676,399)
Revaluation Reserve	(417,013)	(417,013)	(417,013)	(417,013)
<b>Total Equity</b>	<b>(1,967,387)</b>	<b>(1,986,811)</b>	<b>(2,005,677)</b>	<b>(2,093,412)</b>

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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**Budgeted Statement of Cash Flows**

	2025/26 BUDGET \$'000	2026/27 Estimate \$'000	2027/28 Estimate \$'000	2028/29 Estimate \$'000
<b>OPERATING ACTIVITIES</b>				
Receipts				
Rates and Annual Charges	132,922	136,914	141,021	145,252
User Charges and Fees	21,432	21,956	22,615	23,292
Grants and Contributions	9,080	9,310	9,589	9,876
Cash received, not recognised as Revenue	500	500	500	500
Cash received in Previous year, recognised as Income in Current	(500)	(500)	(500)	(500)
Other (Receivables)	15,383	15,190	15,647	16,116
Payments				
Employee Benefits and On-Costs	(73,493)	(75,864)	(78,010)	(80,344)
Materials and Services	(76,658)	(76,847)	(80,240)	(83,647)
Other	(5,236)	(4,192)	(4,319)	(4,449)
Borrowing Costs	(1)	(2)	(3)	(4)
<b>Net Cash Provided from Operating Activities</b>	<b>23,429</b>	<b>26,465</b>	<b>26,300</b>	<b>26,092</b>
<b>INVESTING ACTIVITIES</b>				
Receipts				
Investment & Interest Revenue Received	11,038	9,029	8,136	7,958
Capital Grants & Contributions	18,310	18,860	19,427	20,010
Cash received, not recognised as Revenue	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)
Proceeds from Sale of Assets	128	128	128	128

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	2025/26 BUDGET \$'000	2026/27 Estimate \$'000	2027/28 Estimate \$'000	2028/29 Estimate \$'000
Payments				
Capital Works and Purchase of Fixed Assets	(39,697)	(43,003)	(44,385)	(41,304)
Lease Payment (Principal) on Right of Use Assets	(46)	(46)	(46)	(46)
Net Cash Provided from Investing Activities	(10,267)	(15,032)	(16,740)	(13,254)
FINANCING ACTIVITIES				
Receipts				
Proceeds from Borrowings	-	-	-	-
Payments				
Loan Principal Payment	-	-	-	-
Net Cash Provided from Financing Activities	-	-	-	-
Net/Increases/Decreases in Cash, Cash Equivalents and Investments	13,162	11,433	9,560	12,838
Opening Cash Balance – Beginning of the Year	253,494	266,656	278,089	287,649
<b>Total Cash, Cash Equivalents and Investments</b>	<b>266,656</b>	<b>278,089</b>	<b>287,649</b>	<b>300,487</b>



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**Projected Restricted Cash Reserves Balances**

	2022/2023 Actual \$'000	2023/2024 Actual \$'000	2024/25 Revised Q2 Budget \$'000	2025/26 Budget \$'000
<b>EXTERNALLY RESTRICTED CLOSING BALANCES</b>				
Developer Contributions	98,848	107,871	116,103	116,481
Specific Purpose Unexpended Grants	11,831	5,045	5,045	5,045
Domestic Waste Management Reserve	21,640	21,470	15,503	16,393
Environment and Stormwater Management	2,097	2,671	1,751	1,901
Town Improvement Levy Funds	2,172	2,268	2,292	2,353
Infrastructure Plus	382	372	372	372
<b>Total Externally Restricted Balances</b>	<b>136,970</b>	<b>139,697</b>	<b>141,066</b>	<b>142,546</b>
<b>INTERNALLY RESTRICTED CLOSING BALANCES</b>				
Employee Leave Entitlements	6,126	6,126	6,906	7,686
Plant and Vehicle Replacement	7,038	6,586	4,196	2,956
Election	1,812	2,013	1,112	1,112
Childcare Assets Reserve	956	843	277	277
Hurstville Golf Course	112	112	112	112
Financial Assistance Grant	5,309	4,636	3,827	4,500
Bonds and Damage Deposits	4,240	4,240	4,530	4,530
Merger Initiatives Allocation	1,388	538	538	538
Stronger Communities Fund	-	-	-	-
<b>Assets, Roads and Infrastructure Management</b>	<b>15,289</b>	<b>18,547</b>	<b>26,226</b>	<b>29,366</b>

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	2022/2023 Actual \$'000	2023/2024 Actual \$'000	2024/25 Revised Q2 Budget \$'000	2025/26 Budget \$'000
Commercial Property	20,166	17,866	15,892	14,592
Strategic Centres	5,743	5,743	5,743	5,743
Revolving Energy	105	142	178	214
Tree Preservation	1,011	1,180	1,180	1,180
Aquatic Facilities	58	58	-	-
Outdoor Sports Fields Renewal Reserve	114	114	2,314	4,314
Heritage Building Grants Program Reserve	23	23	-	-
Street Lighting Project Reserve	179	179	179	179
Passenger Sustainable Fleet Reserve	31	31	31	31
Waste Strategy Implementation Reserve	2,550	2,550	2,550	2,550
Net Zero Emissions Reserve	102	102	102	102
Co-Contributions Reserve	-	8,975	7,850	10,850
Carss Park Aquatic Facility Construction Contribution Reserve	-	-	-	3,000
Total Internally Restricted Balances	72,352	80,604	83,744	93,833
Total Restricted Cash Reserve Balances	209,322	220,301	224,810	236,378
UNRESTRICTED CASH BALANCE	17,748	21,979	28,684	30,278
<b>Total Cash Reserve Balances</b>	<b>227,070</b>	<b>242,280</b>	<b>253,494</b>	<b>266,656</b>

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**Key Performance Indicators**

	Benchmark	2025/26 Budget	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Operating Performance Ratio (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	0%	1.5%	0.5%	-0.1%	-0.9%
Own Source Revenue Generated (w/o Grant income) (Measures Council's dependence on Grants income)	> 80%	86.8%	86.6%	86.6%	86.6%
Unrestricted Current Ratio (Measures Council's liquidity)	> 1.5x	2.2	2.2	2.3	2.2
Debt Service Cover Ratio (Measures Council's capacity to service debt)	> 2.0x	No Debt	No Debt	No Debt	No Debt
Capital Works & Asset Renewals (Measures Council's expenditure on renewal of assets in relation to the annual Depreciation charge)	> 1.1x	0.6	0.7	0.7	1.7
Own Source Revenue Growth (Measures Council's increase of own source revenue)	> 0%	0%	2%	2%	3%
Debtor Days Outstanding – Rates	< 30	11.0	11.0	11.0	11.0
Debtor Days Outstanding - Other Debtors (net of Rates) (Measures Council's management of Debtors)	< 30	43.0	42.0	42.0	42.0
Debtor Collection Rate – Rates	= > 100%	99.9%	99.9%	99.9%	99.9%
Debtor Collection Rate - Other Debtors (net of Rates) (Measures Council's Collection Rate of Debtors)	= > 100%	101.1%	100.3%	99.9%	99.7%
Cash Coverage Ratio (Measures Council's Cash coverage of Expenditure)	> 3 Mths	8.3	8.4	8.5	8.5
Remaining Useful Life of Assets (Expressed as a % of Gross Cost of Assets)	> 60%	58.5%	57.7%	56.9%	60.7%
Repairs & Maintenance as a % of WDV of Assets	1%	0.4%	0.4%	0.4%	0.4%

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### Capital Program Budget

The four-year program has been developed in accordance with established clear priorities. All projects included in the 2025/26 – 2028/29 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 Environmental Resilience Action Plan 2022-2040.

Funding for the 2025/26 program is based on a mix of grant funding, developer contributions and external reserves, with use of internal reserves and general revenue focused on renewal programs. The following list highlights some of the projects that are being proposed for 2025/26:

- Kerb and Gutter Rehabilitation Program
- Road Rehabilitation Program
- Transport Facilities Program
- Footpath Rehabilitation and Construction Program
- Stormwater Relining Program
- Playground and Playspace Renewal Program
- Childcare Centre Building Renewals
- Hurstville Entertainment Centre Renewal
- Riverwood Turf Field Upgrade

The following projects will continue into 2025/26:

- Olds Park Premium Sporting Facility
- Donnelly Park Foreshore Protection & Environmental Enhancement
- Hedley Street Community Facility
- Tom Ugly's Point Reserve Marine Asset Renewal



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Capital Program by Asset Class	2024/2025 Q2 Budget^ \$'000	2025/26 Proposed Budget \$'000	2026/27 Proposed Budget \$'000	2027/28 Proposed Budget \$'000	2028/29 Proposed Budget \$'000	2025/26-2028/29 Proposed Capital Program \$'000
New Assets						
Buildings - Non Specialised	912	5,915	4,600	4,400	1,500	16,415
Footpaths	100	500		1,500	3,000	5,000
Office Equipment	64					
Open Space/Recreational	3,194	2,970	2,900	2,500	3,400	11,770
Operational Land Council Owned	3,906					
Plant and Equipment			250	500	500	1,250
Roads	3,979	825	1,000	1,000	3,000	5,825
Sub-Total	12,155	10,210	8,750	9,900	11,400	40,260
Renewal of Assets						
Buildings - Non Specialised	7,787	7,005	4,050	1,270	1,950	14,275
Footpaths	972	550	550	550	550	2,200
Library Collections	460	460	460	460	460	1,840
Office Equip	695	420	420	420	420	1,680
Open Space/Recreational	11,386	6,500	7,085	5,560	3,960	23,105
Plant and Equipment	3,699	2,000	2,455	2,910	2,910	10,275
Roads	9,786	8,260	11,350	10,950	10,950	41,510
Stormwater	2,593	1,490	2,020	3,650	2,000	9,160
Sub-Total	37,377	26,685	28,390	25,770	23,200	104,045
Capitalised Project Salaries	1,650	1,650	1,650	1,650	1,650	6,600
<b>Total</b>	<b>51,182</b>	<b>38,545</b>	<b>38,790</b>	<b>37,320</b>	<b>36,250</b>	<b>150,905</b>

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**2025/26 Budget Bids (non-business as usual) Inclusions and Deferrals**

Project Title	Project classification	Directorate	2025/26 Budget Status
Asset Management Plans - Major Sporting Venues - HALC; SSLC; Jubilee Stadium	Operating	Assets and Infrastructure	Included
Peakhurst Traffic Study (already included)	Operating	Assets and Infrastructure	Included
Traffic Management Study Penshurst (already included)	Operating	Assets and Infrastructure	Included
Traffic Study Park Road, Carlton [NM096-24]	Operating	Assets and Infrastructure	Included
Lack of Street Lighting along Railway Parade [NM007-25]	Operating	Assets and Infrastructure	Included
Websites redevelopment and Content Management System (CMS) upgrade	Operating	Business & Corporate Services	Included
NSW Planning Portal Expansion	Operating	Business & Corporate Services	Included
Duress Alarms	Operating	Business & Corporate Services	Included
Employee Assistance Program (EAP) Onsite Wellness Consultants (expanded offering)	Operating	Business & Corporate Services	Included
Training Facility Upgrade (Mortdale Depot)	Operating	Business & Corporate Services	Included
Project Governance System Development	Operating	Business & Corporate Services	Included
Casual Paralegal – Formal GIPA Application requests	Operating	Business & Corporate Services	Included
Online/app Rostering Platform	Operating	Community & Culture	Included
CX Expert - Enterprise Knowledge Solution	Operating	Community & Culture	Included
Swimming Pool Compliance Additional Resourcing	Operating	Environment & Planning	Included
Carbon Offset Purchasing [ENV046-24]	Operating	Environment & Planning	Included
StrataHub / TechOne API Development	Operating	Environment & Planning	Included
Tree Planting to Achieve Council's Tree Canopy Coverage Target [NM106-24]	Operating	Environment & Planning	Included
Hurstville Golf Club - Landfill Gas Assessment	Operating	Environment & Planning	Included
Feral Animal Control – Fox and Cat Control	Operating	Environment & Planning	Included
WHS - Regulatory Staff Body Cameras and Vests	Operating	Environment & Planning	Included

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Project Title	Project classification	Directorate	2025/26 Budget Status
WHS - Office Furniture and Equipment for Environment and Planning Floor	Operating	Environment & Planning	Included
Uniforms - Compliance Unit	Operating	Environment & Planning	Included
Digital Asset Management Software	Operating	Office of the General Manager	Included
Future Workforce Strategy	Operating	Office of the General Manager	Included
Spendmapp	Operating	Office of the General Manager	Included
Service Review Project	Operating	Office of the General Manager	Included
Environmental Levy Community Consultation	Operating	Office of the General Manager	Included
Mortdale Streetscape Beautification [NM016-25]	Operating	Assets and Infrastructure	Deferred
Parking Assessment of Bembridge Street, Carlton, to reconfigure parking to increase capacity	Operating	Assets and Infrastructure	Deferred
Douglas Cross Gardens, Oatley - repurposing of fountain area	Operating	Assets and Infrastructure	Deferred
Open Space Tree Planting Strategy	Operating	Assets and Infrastructure	Deferred
Accessible (Mobility) Parking in Georges River	Operating	Assets and Infrastructure	Deferred
Traffic Study Hurstville CBD (Resource constrained, cost would double with additional consultant)	Operating	Assets and Infrastructure	Deferred
Restoration and Conservation of Hurstville War Memorial	Operating	Assets and Infrastructure	Deferred
Public Domain Plan Narwee Town Centre (Resource constrained, cost would double with additional consultant)	Operating	Assets and Infrastructure	Deferred
Beverley Park Golf Course Water Harvesting Feasibility Study	Operating	Assets and Infrastructure	Deferred
Public Spaces Decorative lighting – Options report	Operating	Assets and Infrastructure	Deferred
Mortdale Parking Occupancy Study (Resource constrained, cost would double with additional consultant)	Operating	Assets and Infrastructure	Deferred
Development of a strategic and detailed business case for a multi-sport stadium in the local government area (Basketball NSW) [NM088-24].	Operating	Assets and Infrastructure	Deferred
Point of Sale Refresh	Operating	Business & Corporate Services	Deferred

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Project Title	Project classification	Directorate	2025/26 Budget Status
Technology One Development Test environment	Operating	Business & Corporate Services	Deferred
Tree Plotter API development	Operating	Business & Corporate Services	Deferred
Commercial Property - Building Management System Upgrades	Operating	Business & Corporate Services	Deferred
Talent Acquisition Specialist	Operating	Business & Corporate Services	Deferred
Cyber Security and Phishing Training Platform	Operating	Business & Corporate Services	Deferred
Cyber Security Response Plans & Playbook Development.	Operating	Business & Corporate Services	Deferred
Payroll System Enhancements	Operating	Business & Corporate Services	Deferred
Map Builder - UX Experience Improvement	Operating	Business & Corporate Services	Deferred
CCTV Cameras for Branch Libraries	Operating	Business & Corporate Services	Deferred
Refreshing Aged IT Hardware in the Community Library	Operating	Business & Corporate Services	Deferred
Georges River Council Inclusion Strategy	Operating	Business & Corporate Services	Deferred
Adobe Pro Re-adoption	Operating	Business & Corporate Services	Deferred
CASB tool - Data Security	Operating	Business & Corporate Services	Deferred
User Access Management Portal Solution	Operating	Business & Corporate Services	Deferred
Cyber Security Expert	Operating	Business & Corporate Services	Deferred
Implementation and ongoing support of a Unified Endpoint Management (UEM) and Security Solution	Operating	Business & Corporate Services	Deferred
Accessibility Widget for Website	Operating	Community & Culture	Deferred
Establishment of a "Parkcare" Program - Community Support for Pocket Forests [NM003-25]	Operating	Council Request	Deferred
Aboriginal Heritage Study and Management Strategy	Operating	Environment & Planning	Deferred
Fleet Transition - Conventional to EV Fleet Procurements	Operating	Environment & Planning	Deferred
Energy Saving Kits	Operating	Environment & Planning	Deferred



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Project Title	Project classification	Directorate	2025/26 Budget Status
Planning Agreement Assessments - Economic and Legal review	Operating	Environment & Planning	Deferred
Planning Proposals Assessment	Operating	Environment & Planning	Deferred
Preparation of Flora and Fauna Assessment Report Guidelines	Operating	Environment & Planning	Deferred
Fleet Transition Plan for Emissions Reduction	Operating	Environment & Planning	Deferred
Heritage Asset Action Plan for 247 Princes Highway Carlton - Old Kogarah Inn	Operating	Environment & Planning	Deferred
Heritage Study to review heritage items in the GRLEP 2021 and identify any potential new items across the whole LGA	Operating	Environment & Planning	Deferred
LSPS Review - Community Engagement Consultants	Operating	Environment & Planning	Deferred
Combined Plan of Management (PoM) for Tom Ugly's Point Reserve, Dover Park East, Shipwrights Bay Reserve.	Operating	Environment & Planning	Deferred
Tree Replacement Inspection Program	Operating	Environment & Planning	Deferred
Celebratory and Commemorative Tree Giveaway	Operating	Environment & Planning	Deferred
Companion Animal Identification and De-sexing Program	Operating	Environment & Planning	Deferred
Community Capacity Building	Operating	Environment & Planning	Deferred
Heritage Local Building Grants 25/26	Operating	Environment & Planning	Deferred
Urban Heat Benchmarking	Operating	Environment & Planning	Deferred
Heritage Asset Action Plan for Carss Bush Park	Operating	Environment & Planning	Deferred
Plan of Management (PoM) for Claydon Reserve.	Operating	Environment & Planning	Deferred
Plan of Management for Oatley Point Reserve	Operating	Environment & Planning	Deferred
Beachwatch Partnership Program	Operating	Environment & Planning	Deferred
Feasibility for Ibis Management	Operating	Environment & Planning	Deferred
Innovation Programming	Operating	Office of the General Manager	Deferred
Accessways - Gnarbo Lane	Capital	Assets & Infrastructure	Included

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Project Title	Project classification	Directorate	2025/26 Budget Status
Accessways - Oatley Bay Memorial Boardwalk	Capital	Assets & Infrastructure	Included
Accessways Design & Upgrade Program	Capital	Assets & Infrastructure	Included
Accessways Terry St	Capital	Assets & Infrastructure	Included
HALC Gym Equipment Replacement and Minor Works	Capital	Assets & Infrastructure	Included
HALC Spa Filter Replacement and Minor Works	Capital	Assets & Infrastructure	Included
Hurstville Aquatic Leisure Centre-Mechanical and electrical renewal works	Capital	Assets & Infrastructure	Included
Bus Stop Upgrade Program	Capital	Assets & Infrastructure	Included
Jack High Child Care Centre - Outdoor & Building Improvement	Capital	Assets & Infrastructure	Included
Oatley West Childcare - Rectification Works	Capital	Assets & Infrastructure	Included
Oatley West Childcare - Replacement of Passenger Lift	Capital	Assets & Infrastructure	Included
Penshurst Long Day Care- Refurbishment of Kitchen, Bathrooms, Nappy Change Area	Capital	Assets & Infrastructure	Included
Repair of subflooring at South Hurstville Kindergarten	Capital	Assets & Infrastructure	Included
Hurstville House Aircon Upgrade	Capital	Assets & Infrastructure	Included
Kogarah Civic Centre - Boiler and Services Upgrade	Capital	Assets & Infrastructure	Included
Mortdale Depot & Waste Management Facility	Capital	Assets & Infrastructure	Included
Donnelly Park Foreshore Protection & Environmental Enhancement	Capital	Assets & Infrastructure	Included
Footpath Renewals	Capital	Assets & Infrastructure	Included
Oatley Community Hall – Lower Level Meeting Rooms at 61 Oatley Avenue, Oatley	Capital	Assets & Infrastructure	Included
Transform Oatley Bowling Club site Masterplan works - Grant	Capital	Assets & Infrastructure	Included
Passenger Vehicle purchases	Capital	Assets & Infrastructure	Included
Purchase of Mobile Plant - City Works	Capital	Assets & Infrastructure	Included
Hedley Street Community Facility Design	Capital	Assets & Infrastructure	Included

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Project Title	Project classification	Directorate	2025/26 Budget Status
Minor Building Renewals	Capital	Assets & Infrastructure	Included
Minor Open Space Capital Renewal	Capital	Assets & Infrastructure	Included
Olds Park Premium Sporting and Community Facility	Capital	Assets & Infrastructure	Included
Olds Park - Shared Path & Pedestrian Lighting Upgrade	Capital	Assets & Infrastructure	Included
Open Space Lighting Renewal Program	Capital	Assets & Infrastructure	Included
Penshurst Park Fencing	Capital	Assets & Infrastructure	Included
Road Resheet - Resheet program	Capital	Assets & Infrastructure	Included
Roads to Recovery Resheet program R2R	Capital	Assets & Infrastructure	Included
Long Term Solar Installation Plan	Capital	Assets & Infrastructure	Included
Street Sign Replacement Program	Capital	Assets & Infrastructure	Included
Streetscape Program - Kogarah North Public Domain Project	Capital	Assets & Infrastructure	Included
Streetscape Program - Mortdale Town Centre Stage 2	Capital	Assets & Infrastructure	Included
Footpath New Construction	Capital	Assets & Infrastructure	Included
Turf Sporting Fields Upgrade - Riverwood	Capital	Assets & Infrastructure	Included
Turf Sporting Fields Upgrade Program	Capital	Assets & Infrastructure	Included
Quarry Reserve North Tennis Courts & Amenities Refurbishment	Capital	Assets & Infrastructure	Included
Vanessa Street Multi-Sport Futsal Courts	Capital	Assets & Infrastructure	Included
Retaining Walls - Penshurst Lane / Bridge St	Capital	Assets & Infrastructure	Included
Retaining Walls Renewal Program	Capital	Assets & Infrastructure	Included
Todd Park Sporting Amenities Construction	Capital	Assets & Infrastructure	Included
Gifford Park - Permanent Sporting, Amenities & Storage Facility	Capital	Assets & Infrastructure	Included
Hurstville Civic Centre - Mechanical Renewal Works	Capital	Assets & Infrastructure	Included

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Project Title	Project classification	Directorate	2025/26 Budget Status
Hurstville Entertainment Centre - Replacement of goods lift	Capital	Assets & Infrastructure	Included
Hurstville Entertainment Centre Renewal	Capital	Assets & Infrastructure	Included
Hurstville Museum & Gallery - Demolish and replace Storage Shed and Shelter	Capital	Assets & Infrastructure	Included
Hurstville Museum & Gallery-Building - external restoration	Capital	Assets & Infrastructure	Included
Hurstville Senior Citizens Sewer Replacement	Capital	Assets & Infrastructure	Included
Jubilee Stadium - Eastern Toilet Block Replacement	Capital	Assets & Infrastructure	Included
Jubilee Stadium Flooring Replacement and Minor Works Project	Capital	Assets & Infrastructure	Included
Carss Bush Park Playspace Upgrade stage 2	Capital	Assets & Infrastructure	Included
Peakhurst Park Adventure Playspace	Capital	Assets & Infrastructure	Included
Playground replacement program - same as rejuvenation program	Capital	Assets & Infrastructure	Included
Playspace Rejuvenation Program - Bridgeview Reserve	Capital	Assets & Infrastructure	Included
Playspace Rejuvenation Program - Croot	Capital	Assets & Infrastructure	Included
Playspace Rejuvenation Program - Ruby wing	Capital	Assets & Infrastructure	Included
Playspace Rejuvenation Program - HV Evatt Design and construct	Capital	Assets & Infrastructure	Included
Kerb and Gutter Program	Capital	Assets & Infrastructure	Included
Renewal and refurbishment of safety barriers along roadways	Capital	Assets & Infrastructure	Included
Rose St - Forest Road Traffic Works	Capital	Assets & Infrastructure	Included
Traffic Program	Capital	Assets & Infrastructure	Included
Traffic Program - Carrington & Warwick	Capital	Assets & Infrastructure	Included
Beverley Park Water Sensitive Urban Design Implementation	Capital	Assets & Infrastructure	Included
Stormwater Improvement Works Program	Capital	Assets & Infrastructure	Included
Lime Kiln Bay WSUD	Capital	Assets & Infrastructure	Included



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Project Title	Project classification	Directorate	2025/26 Budget Status
Park Rd Kogarah Bay Drainage Works	Capital	Assets & Infrastructure	Included
Fence Replacement	Capital	Assets & Infrastructure	Included
Marine Infrastructure Asset Management Program	Capital	Assets & Infrastructure	Included
Marine Infrastructure Northcote	Capital	Assets & Infrastructure	Included
Marine Infrastructure Sans Souci Fishing Platform	Capital	Assets & Infrastructure	Included
Tom Ugly's Point Reserve Marine Asset Renewal	Capital	Assets & Infrastructure	Included
Green Kyle Bay sporting and public amenities construction	Capital	Assets & Infrastructure	Included
Compliance and ongoing renewals for branch libraries	Capital	Assets & Infrastructure	Included
Oatley Park Security Measures (name and scope change from Oatley Park Fence)	Capital	Assets & Infrastructure	Included
Vanessa Street Bridge (Road Asset)	Capital	Assets & Infrastructure	Included
Commercial Property Minor Renewals	Capital	Business & Corporate Services	Included
Information technology equipment	Capital	Business & Corporate Services	Included
Blackshaw Gould Community Room Audio Visual	Capital	Community & Culture	Included
Adult Fiction - Library asset Account	Capital	Community & Culture	Included
Audio Visual - Junior - Library	Capital	Community & Culture	Included
Audio Visual Library Asset Account	Capital	Community & Culture	Included
Chinese Language- Library Asset Account	Capital	Community & Culture	Included
Community Language- Library asset Account	Capital	Community & Culture	Included
English Learning - Library Asset Account	Capital	Community & Culture	Included
Junior Fiction - Library Asset Account	Capital	Community & Culture	Included
Large Print - Library Asset Account	Capital	Community & Culture	Included
Local History - Library asset Account	Capital	Community & Culture	Included

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Project Title	Project classification	Directorate	2025/26 Budget Status
Non Fiction standing Orders - Library - Asset Account	Capital	Community & Culture	Included
Reference - Library Asset account	Capital	Community & Culture	Included
Special Collections	Capital	Community & Culture	Included
Toys and Equipment - Library Asset Account	Capital	Community & Culture	Included
Hurstville Entertainment Centre New Chairs	Capital	Community & Culture	Included
Fire Safety and building defect upgrades for Hurstville Library	Capital	Community & Culture	Included
Kogarah Strategic Centre Master Plan	Capital	Environment & Planning	Included
Riverwood Master Plan Stage 1	Capital	Environment & Planning	Included
Ken Rosewall Tennis Centre Courts Resurfacing Program	Capital	Assets & Infrastructure	Deferred
Streetscape Program - Penshurst Public Domain Embellishments	Capital	Assets & Infrastructure	Deferred
Sports fields Lighting Upgrade Program	Capital	Assets & Infrastructure	Deferred
Industrial Property Purchase	Capital	Business & Corporate Services	Deferred
Residential Investment - Apartment Complex Purchase for Affordable Housing Purposes	Capital	Business & Corporate Services	Deferred
Hurstville Plaza and Georges River Civic Centre lighting upgrades	Capital	Community & Culture	Deferred
Jack High Long Day Care - additional refurbishment works to indoor and outdoor environment to support best practice inclusion services	Capital	Community & Culture	Deferred

# Rating and Revenue Policies

## Rating Structure

Council's rates 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 rates 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 from 1 July 2021 to 30 June 2026 to maintain service standards (Special Rate Variation of 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.

This year (2025/26) is the last rating year that Council will be applying the Special Rate Variation of 5.8% to increase its total annual rates revenue from the previous year.

## Land Values

The NSW Valuer General is an independent statutory officer that issues new land values to councils at least every 3 years to use in calculating and distributing Council's annual rates revenue fairly across ratepayers.

Rates can only be calculated and applied after the Valuer General provides Council with a land valuation under the *Valuation of Land Act 1916*.

This year (2025/26) will be the third rating year Council is applying the land values undertaken on 1 July 2022.

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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. The change in rates depend on how a land value changed relative to other properties in the same rating category and the increase to Council's overall rates revenue permitted by IPART.

### Non-rateability

Council deems land to be non-rateable strictly in accordance with Sections 555 and 556 of the *Local Government Act 1993 (LG Act)* and Section 123 of the *Local Government (General) Regulation 2021*.

### Categorisation of land - Residential and business categories

Council determines rating categories for rating purposes in accordance with Sections 514-529 of the *LG Act* and the *Local Government (General) Regulation 2021*.

The *LG Act* allows for rateable land to be categorised in one of four categories – residential, business, farmland and mining. All rateable land within this LGA is 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.

The rating category is stated on Annual and Supplementary Rate notices. It is determined by plans approved under a development application, building application, occupation certificate or other more relevant information.

Business sub-categories are applicable to all rateable properties categorised as Business in our LGA and are determined based on whether the land is located within a defined centre of activity.

The boundary of the business sub-category are shown on the maps located within this document and are also available on Council's website at [www.georgesriver.nsw.gov.au/Land-valuations-rating-categories](http://www.georgesriver.nsw.gov.au/Land-valuations-rating-categories).

### Mixed development properties

There are instances where a property is used for both residential and business purposes. Section 518B of the *LG Act* allows Council to calculate and apply both residential and business rates for one property (mixed use apportionment) in accordance with the determination provided by the Valuer General under Section 14BBA of the *Valuation of Land Act 1916*.

If applications for a mixed-use apportionment are submitted to and approved by the Valuer General NSW, Council will be advised of the residential/business portions to enable a mixed-use rating to be calculated and applied.

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### Change of category for rating purpose

Land categories may be reviewed by Council at any time, if we believe the current categorisation may be incorrect or the property use has changed, or when requested by a property owner.

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 updated 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

Upon registration of a new strata plan, deposited plan or consolidation with the Office of the Registrar General and following receipt of supplementary valuations from the Valuer General, Council can calculate and apply rates and charges on a pro-rata basis from the first day of the financial quarter after the subdivision or consolidation was registered.

Conversely, an adjustment of rates and charges applied will occur in respect of the land that existed prior to the registration of the new plan to reflect that rates and charges are only payable on that land up until the date new charges were charged on the new land.

Any remaining credit or debit balances will be apportioned evenly across the new parcel/s of land in the registered plan.

The application of pro-rata rates and charges is consistent with quarterly instalment billing as per Section 562 of the *LG Act*. 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 written off after five years unless the use of the property changes and rates become payable at that point.

### 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 unit entitlements to 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.
- A maximum of 2 car spaces or storage facilities can be aggregated.

The recalculation of rates and charges on the combined rateable value will commence from the first day of the next financial quarter after Council receives the application and payment of the applicable fee.

Refund of overpayments

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

Rate Structure Summary

The following table provides a summary of the 2025/26 rates structure. This includes the Special Rate Variation of 5.8% as approved by IPART.

For the 2025/26 financial year, the base date for land values is 1 July 2022.

2025/26 Rate Structure	No. of Properties	Rate in \$	Total Land Value \$	Estimated Yield \$
Residential				
Georges River Council - Ordinary Ad-valorem	27,165	0.0013177	35,729,350,190	47,078,621
Georges River Council - Ordinary Minimum	28,943	1,104.00	9,269,604,142	31,955,236
Subtotal Residential	56,108		44,998,954,332	79,033,857
Business				
Business General - Ordinary Ad-valorem	300	0.0029958	549,705,108	1,646,807

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Business General - Ordinary Minimum	151	1,257.00	25,602,331	190,096
Business Industrial - Ordinary Ad-valorem	576	0.003679	928,027,804	3,414,214
Business Industrial - Ordinary Minimum	471	1,257.00	99,904,196	592,047
Business Local - Ordinary Ad-valorem	619	0.0040391	744,313,659	3,006,358
Business Local - Ordinary Minimum	155	1,257	23,685,414	194,835
Business Major Shopping Complex - Ordinary Ad-valorem	8	0.012676	66,762,000	846,275
Business Major Shopping Complex - Ordinary Minimum	0	1,714.00	0	0
Business Strategic Centres - Ordinary Ad-valorem	491	0.0041911	1,270,386,508	5,324,317
Business Strategic Centres - Ordinary Minimum	893	1,714.00	140,573,920	1,530,602
Subtotal Business	3,664		3,848,960,940	16,745,551
<b>TOTAL</b>	<b>59,772</b>		<b>48,847,915,272</b>	<b>95,779,408</b>

**Debt Management and Hardship policy**

The *LG Act* and related regulations require Council to assist in effective and efficient collection of the rates and annual charges, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

***Recovery of overdue rates and charges***

Rates and charges will be deemed overdue when the due date for instalment has passed, and payment has not been received. Where an instalment is overdue, Council may commence recovery action, either directly or via its debt recovery agent.

Council may commence legal recovery action to recover the overdue rates and charges in accordance with Section 695 of the *LG Act*, and any costs incurred in this regard will be recoverable from the ratepayer.

***Pensioner rebate policy***

Council provides a reduction to rates and charges for eligible pensioners under Section 575 and 582 of the *LG Act*. Eligible pensioners are entitled to a rebate of up to 50% of their combined rates and domestic waste management charges, up to a maximum \$250 of which 55% is State Government funded and 45% Council funded.

The Statutory Pensioner Rebate can only be granted to eligible pensioners for the current financial year and will only backdate up to 12 months before the date of application. Eligibility is reviewed regularly with Services Australia.

**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 2025/26 financial year.

**Hardship Assistance**

Council has a Debt Management and Hardship Policy to support residents and businesses within our community experiencing genuine financial hardship.

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**

The below maps are also available on Council’s website at [www.georgesriver.nsw.gov.au/Land-valuations-rating-categories](http://www.georgesriver.nsw.gov.au/Land-valuations-rating-categories).

**Business Sub-Category – Strategic Centres**





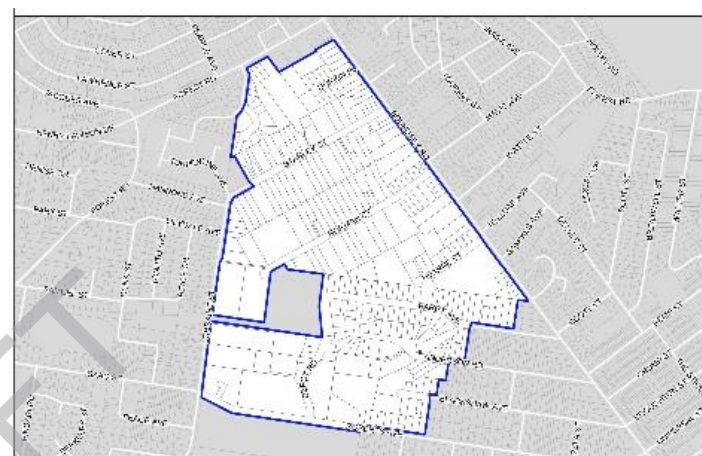
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*Kingsgrove*



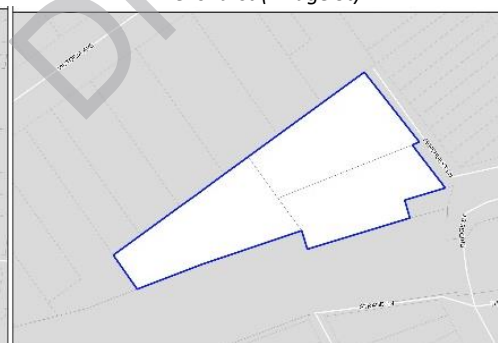
*Peakhurst*



*Blakehurst*



*Penshurst (Bridge St)*



*Penshurst (Forest Rd)*





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*South Hurstville*



*Kogarah (Gray Lane)*



**Business Sub-Category – Local**

*South Hurstville*



*Oatley*



*Kogarah (local)*



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Waste management charges

Waste management services are provided on a full cost recovery basis. Costs are determined by contractor charges, Council costs and overheads necessary to manage the service. During 2025/26, Council will continue to levy a charge for residential waste management services, to recover the actual cost of the services.

Domestic waste charges will be levied on each residential rateable property for which the service is available, even if the service is not used, in accordance with Section 496 of the *LG Act*.

Commercial waste services are levied on non-residential properties where the service is requested, in accordance with Section 501 of the *LG Act*. Services acquired part way through the year will have their waste charges levied on a pro-rata basis.

All waste management charges are listed below:

Waste Services Charges Description	No. of Charges	2025/26 charge per annum	Estimated Yield
Domestic Waste Management Services			
Standard Domestic Waste Management Charge (1 x 120L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin)	56,628	\$600.00	33,976,800

## Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026

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Additional Volume Domestic Waste Management Charge (1 x 240L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin)	1,332	\$779.00	1,037,628
Extra general waste bin service (120L)	837	\$191.00	159,867
Extra general waste bin service (240L)	164	\$382.00	62,648
Change of Service (bins) Administration Fee	-	\$23.50	-
Extra recycling bin service (240L)	491	\$135.00	66,285
Extra garden organics bin service (240L)	725	\$180.00	130,500
Availability charge (dwelling with private domestic waste contractor)	1,266	\$82.00	103,812
Availability charge (dwelling with cancelled bin service)	66	\$82.00	5,412
<b>Subtotal Residential</b>	<b>61,509</b>		<b>35,542,952</b>
<b>Commercial Waste Services (other than domestic)</b>			
Commercial general waste bin service (240L) - once weekly	3,039	\$722.00	2,194,158
Commercial general waste bin service (1,100L) - once weekly	28	\$3,004.00	84,112
Commercial recycling waste bin service (240L) - once weekly	611	\$364.00	222,404
Commercial general waste bin service (240L) - twice weekly	31	\$1,444.00	44,764
Commercial general waste bin service (1,100L) - twice weekly	5	\$6,009.00	30,045
Commercial recycling waste bin service (240L) - twice weekly	7	\$728.00	5,096
<b>Subtotal Commercial</b>	<b>3,721</b>		<b>2,580,579</b>
<b>Total</b>	<b>65,230</b>		<b>38,123,531</b>

## Stormwater management service charge

The Stormwater management service charge for 2025/26 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) Act 2005* and are as follows:



Stormwater Services Charges Description	2025/26 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 - per rateable property	\$25.00 per 350m2 or part thereof to a maximum of \$1,500
Strata Lot - per rateable property	Pro-rata of above but a minimum of \$5.00

The Stormwater Management Service Charge will raise an estimated yield of \$1.2 million in 2025/26.

Section 611 Local Government Act – Annual Charges

Section 611 of the Local Government Act, 1993 permits Council to charge persons who benefit from having private facilities on, above or under public land. Council has a number of commercial arrangements captured under this provision and will continue to charge these in 2025/26 financial year.

Loan borrowing

Council does not currently plan to borrow additional funds during the 2025/26 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 pricing principles currently applied include:

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

Council's Schedule of Fees and Charges is available as a separate document.

Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026



# Georges River Council Delivery Program 2025-2029 Operational Plan 2025-2026

[georgesriver.nsw.gov.au](https://georgesriver.nsw.gov.au)

# Capital Works Program 2025/26 - 2028/29





## 4-Year Capital Works Program (25/26 – 28/29)

- A Capital Project refers to any initiative aimed at maintaining or enhancing a Council asset. This includes the renewal of existing assets to prolong their useful life and restore service levels, the construction or acquisition of new assets, as well as the upgrading or expansion of current assets.
- The 4-year Capital Works Program is focused on prioritising the delivery of Infrastructure Renewal Programs designed to uphold service levels and meet the evolving needs of the community, as defined in various strategic plans. These projects are structured to ensure that Council assets are adequately maintained and improved, aligning with both short-term and long-term community demands.
- This document should be reviewed in conjunction with the Delivery Program and Resourcing Strategy.
- The Capital Works Program undergoes a quarterly review, which means the contents of this document may change. It is important to reference the quarterly budget review statement presented to Council for the most current updates. Additionally, while this document is updated annually, it is subject to adjustments based on ongoing assessments and changes in priorities.





## 4-Year Capital Works Program Summary

Program	FY26 (\$'000)	FY27 (\$'000)	FY28 (\$'000)	FY29 (\$'000)	Total (\$'000)
<b>Renewals</b>					
Building	5,860	4,525	2,530	3,060	<b>15,975</b>
Open Space	6,480	9,085	6,560	4,960	<b>27,085</b>
Stormwater	1,100	2,000	3,500	2,000	<b>8,600</b>
Transport	9,125	9,900	10,500	10,500	<b>40,025</b>
Plant & Vehicle	1,800	1,800	1,800	1,800	<b>7,200</b>
IMT & Library Resources	880	880	880	880	<b>3,520</b>
<b>General Infrastructure</b>					
Building	7,260	5,050	4,900	2,000	<b>19,210</b>
Open Space	3,150	2,900	2,500	3,400	<b>11,950</b>
Master Plan & LEP	350				<b>350</b>
Stormwater	390				<b>390</b>
Transport	500	1,000	2,500	6,000	<b>10,000</b>
<b>Salaries</b>	<b>1,650</b>	<b>1,650</b>	<b>1,650</b>	<b>1,650</b>	<b>6,600</b>
<b>TOTAL</b>	<b>38,545</b>	<b>38,790</b>	<b>37,320</b>	<b>36,250</b>	<b>150,905</b>



# Infrastructure Renewal Programs

Proposed FY26–FY29 Capital Works

Transport

Stormwater

Open Space

Building

Plant & Vehicle

IMT / Library Resources



# Transport and Stormwater Renewal Programs

Program	Description of Works
Road Rehabilitation Program	Annual road renewal program to maintain levels of service
Kerb and Gutter Renewal Program	Annual kerb and gutter renewal to maintain level of service
Transport Facilities Program	Design and construct of various transport facilities and safety barriers to improve public safety and access (NSW Government Grant Funding dependent)
Bus Stop Compliance Program *	Installation of concrete pads and tactiles to DDA standard
Footpath Renewal Program	Annual footpath renewal to maintain level of service
Street Sign Replacement Program *	Renewal of faded street signs across the Local Government Area (LGA)
Road Safety Barriers Renewal Program *	Renewal and refurbishment of safety barriers along roadways
Vanessa Street Bridge Renewal	Stabilisation works on Vanessa Street Bridge
Stormwater Improvement Works	Drainage works to address network issues and serviceability, also includes water sensitive urban design (WSUD) works

• Program under development



# Open Space Renewal Programs

Program	Description of Works
Parks Fence Renewal	End of life replacement of fences in key open space locations
Marine Assets Renewal	End of life replacement of marine assets
Open Space Lighting Renewal	End of life replacement of light poles and luminaires
Minor Open Space Renewal	Minor renewal and emergency works associated with sporting fields and open space
Non-Turf Sporting Surface Renewal	End of life replacement of synthetic playing surface, drainage layer and sub-base and courts
Turf Sporting Field Renewal	Sports field reconstruction, drainage and irrigation renewal
Playground and Play space Renewal	Refurbish and upgrade playground equipment across the LGA
Accessway Renewals and Refurbishments Program	Design and construct prioritised stairway and accessway renewals
Retaining Walls	Design and construct stabilisation works



# Building Renewal Programs

Program	Description of Works
Sporting & Public Amenities	Capital refurbishment and upgrade works to sporting and public amenities
Commercial Properties	Minor renewal and capital works on Councils commercial portfolio
Building Minor Renewal Works	Urgent minor building renewals
Childcare Centre Buildings	Rectification and renewal works of childcare centre building structures
Library Buildings	Renewal and compliance works at Council Libraries
Depot	Renewal and refurbishment works at Council Depots
Aquatic Facilities	Renewal and replacement of Hurstville Aquatic Leisure Centre (HALC) plant and equipment
Hurstville Civic Precinct	Ongoing capital renewal of buildings within the Hurstville Civic Precinct
Jubilee Stadium	Renewal of building assets within Jubilee Stadium





# Plant and Vehicle Renewal Programs

Program	Description of Works
Heavy Vehicle and Mobile Plant Replacement Program	Annual heavy vehicle and mobile plant replacement
Passenger Vehicle Replacement Program	Annual passenger vehicle replacement



# IMT & Library Resources Renewal Programs

Program	Description of Works
IMT Renewal Program	Hardware, IT equipment, new devices, firewall, Uninterruptible Power Supply (UPS)
Library Resources Program	Annual replacement of library resources across all categories

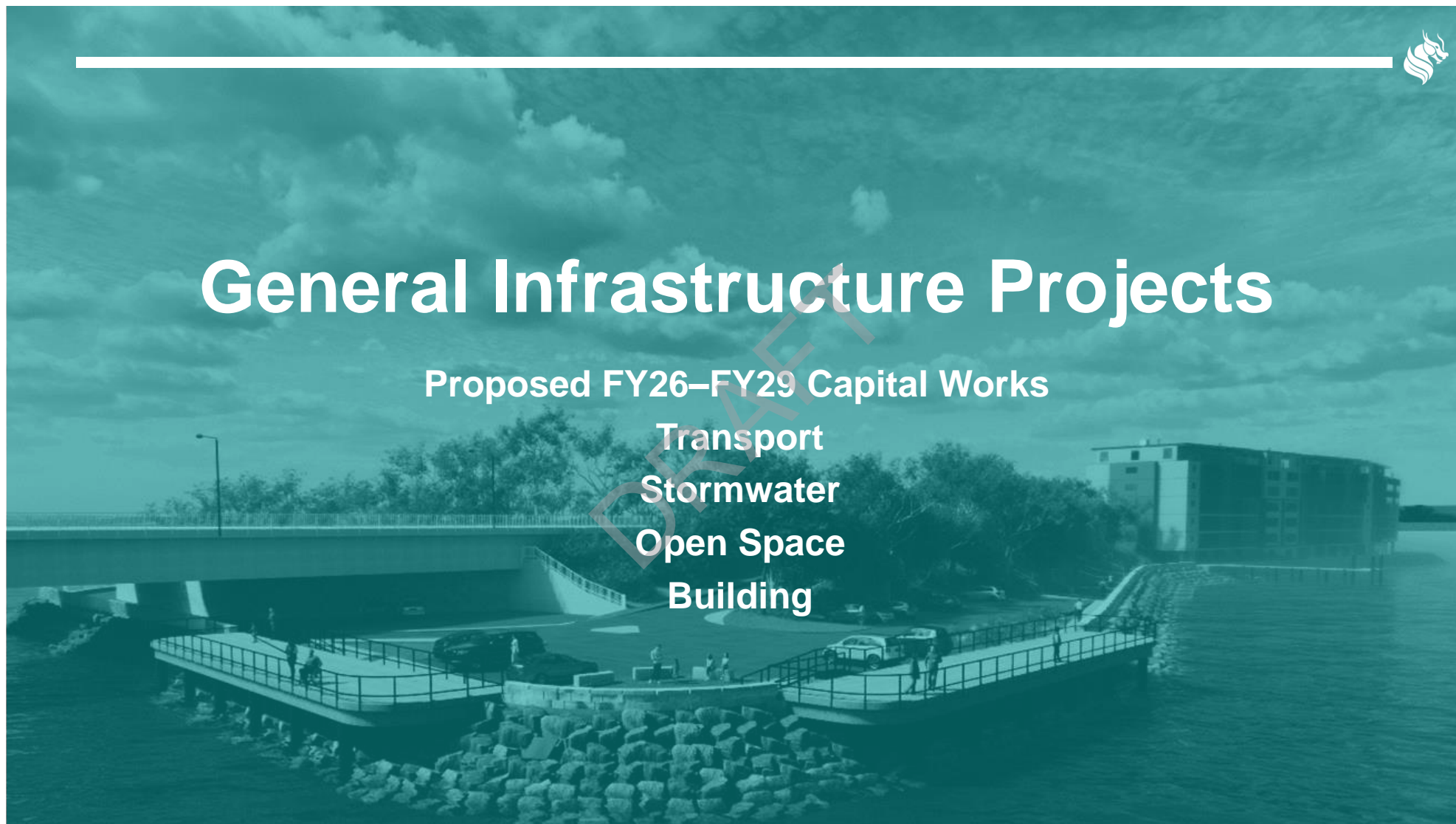
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# General Infrastructure Projects

Proposed FY26–FY29 Capital Works

Transport  
Stormwater  
Open Space  
Building





# Transport General Infrastructure Projects

Program	Description of Works
Streetscape Program - Mortdale Town Centre	Stage 2 Mortdale Streetscape Upgrade
Streetscape Program - Kogarah North Public Domain Project	Design Kogarah North Public Domain Upgrade
Footpath New Construction	New Footpath connections

# Stormwater General Infrastructure Projects

Program	Description of Works
Beverley Park Catchment Works	New GPT and swale upgrade



# Open Space General Infrastructure Projects

Program	Description of Works
<b>Donnelly Park Foreshore Protection &amp; Environmental Enhancement</b>	Installation of new seawall and complementary footpath and furniture
<b>Arthur Hardiman Reserve</b>	Provide diverse passive and active recreational opportunities
<b>Oatley Park Security Measures</b>	Increased security measures to support the environmental resilience of the Park
<b>Penshurst Park Operable Fence</b>	Construct operable fence to NPL1 standard
<b>Carss Bush Park Playspace Upgrade stage 2</b>	Renewal and upgrade to Regional Level Playspace
<b>Peakhurst Park Adventure Playspace</b>	Delivery of a teen zone and off-road biking facility
<b>Master Plan Program</b>	Preparation of Master Plans for priority areas





# Buildings General Infrastructure Projects

Program	Description of Works
Blackshaw Gould Community Room Audio Visual	Addition of audio-visual infrastructure
Oatley Community Hall upgrade	Upgrade of lower meeting rooms
Gifford Park Sporting Amenities & Storage	New sporting amenities and storage facilities
Peakhurst Park Community Centre Design	Design and construction of a modular building
Olds Park Premium Sporting and Community Facility	New premium sporting facility for use by all community members
Solar Installation	Installation of solar panels at select council facilities
Todd Park Sporting Amenities	Design and construct new sports amenities at bottom corner of Todd Park



# Key Project

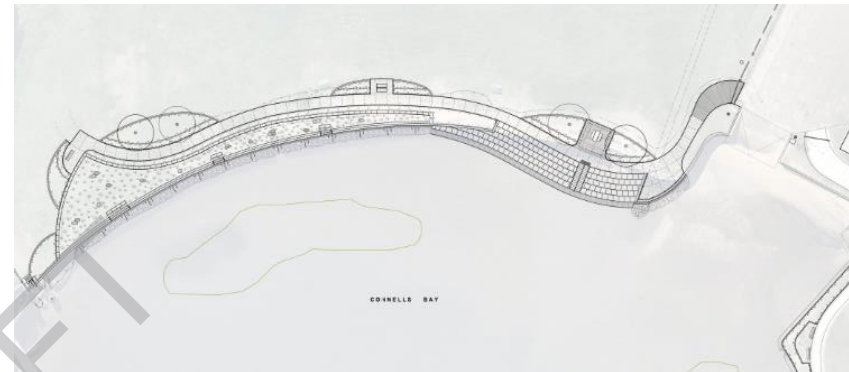
## Donnelly Park Foreshore

### Strategic alignment

- Donnelly Park Landscape Master Plan
- Marine Infrastructure Condition Assessment
- Open Space Asset Management Plan

### Background information:

Aimed at unlocking the biodiversity potential of the currently degraded and eroding foreshore by designing infrastructure that allows natural estuarine processes, such as tidal ingress, to influence the foreshore while minimising the erosion potential of a significant foreshore. An eco-engineered seawall construction project at Donnelly Park is necessary to meet the long-term remediation requirements of the foreshore, enhance biodiversity at the site and restore a degree of tidal processes.



Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity
Donnelly Park Foreshore Protection & Environmental Enhancement	Kyle Bay	Design	Construct	Maintain

Category: Open Space General



# Key Project

## Tom Ugly’s Point

### Strategic alignment

- Master Pan
- Plan of Management
- Open Space Asset Management Plan

### Background information:

The detailed design phase of this project has commenced in FY24/25 and is expected to complete by June 2025. The design will include details for the reconstruction of the seawall, the fishing platform and adjacent infrastructure. The construction is expected to complete in the following year.



Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
Tom Ugly's Point Reserve Marine Asset Renewal	Blakehurst	Design	Construct	Construct	Maintain

Category: Marine Infrastructure Asset Management Program

# Key Project

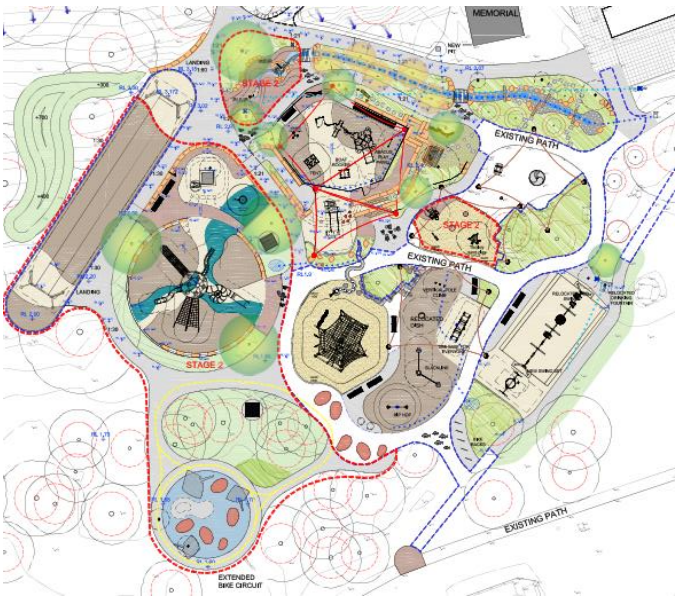
## Carss Bush Park Playspace Upgrade Stage 2

### Strategic alignment

- Draft Master plan and Plan of Management
- Disability Inclusion Action Plan
- Everyone Can Play Guidelines

### Background information:

Carss Bush Park Playspace is one of the most well-used play space within the Georges River Council LGA. Situated within a regional open space, located near the café and water, this play space is very popular for locals and weekenders external to our LGA. This multi-year upgrade project will expand the recreational offerings of the existing playspace to better align with the regional significance quality of Carss Bush Park.



Project Name	Suburb	23/24 Activity	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
Carss Bush Park Playspace Upgrade Stage 2	Carss Park	Plan	Plan	Design/Construct	Construct	Maintain

Category: Open Space General

# Key Project

## Riverwood Park Field

### Strategic alignment

- Generic Plan of Management
- Spatial Framework
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

### Background information:

Increase the useability of the site. Riverwood Park is an older turf sports field which requires investment in drainage and irrigation to support the increased demand from our sporting community.



Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
Riverwood Park Field Upgrade (renewal)	Riverwood	Plan	Design/construct	Construct	Maintain

Category: Turf Sporting Field Renewal Program





# Key Project

## Peakhurst Park Adventure Playspace

### Strategic alignment

- Community Infrastructure Needs Assessment and Acquisition Area Strategy
- Spatial framework

### Background information:

Peakhurst Park is one of Council’s regionally significant open spaces. Council’s spatial framework has identified an opportunity for a new off-road biking facility and youth recreational facility within the eastern area of the park. Council had secured funding under the Department of Planning, Housing and Infrastructure’s (DPHI) Metropolitan Greenspace Program (MGP) to engage a suitable designer to prepare a Detailed Design.



Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity	28/29 Activity
Peakhurst Park Adventure Playspace	Peakhurst	Plan	Design	Construct	Construct	Maintain

Category: Playground Upgrade Program

# Key Project

## Peakhurst Park Community Centre

### Strategic alignment

- Georges River Open Space, Recreation and Community Facilities Strategy 2019-2036
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

### Background information:

The former Peakhurst Scout Hall is located at 7A Hedley Street, Riverwood and is part of the larger Peakhurst Park precinct. This project meets the recommendation outlined in the Georges River Open Space, Recreation and Community Facilities Strategy 2019-2036, and Community Infrastructure Needs Assessment and Acquisition Area Strategy 2023 (CINAAAS). These strategies identified the need for access to hireable community spaces in the western part of the LGA, including Peakhurst and Lugarno. This multi-year design and construction project will deliver a new community facility that aligns with these strategies and provides access to a modern and updated facility.



Project Name	Suburb	23/24 & 24/25 Activity	25/26 Activity	26/27 Activity
Peakhurst Park Community Centre	Peakhurst	Design	Construct	Maintain

Category: Building General Infrastructure



# Key Project

## Olds Park Sporting and Community Facility

### Strategic alignment

- Master Plan and Plan of Management
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

### Background information:

Construct an innovative and inclusive premium sporting facility at the regionally significant Olds Park for use by all community members. The facility will include four universally accessible changerooms and upgrade club and spectator facilities to revitalise the existing degraded facility and support a dual oval facility in Penshurst.



Project Name	Suburb	23/24	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
Olds Park Premium Sporting and Community Facility	Penshurst	Plan/design	Design	Construct	Construct	Maintain

Category: Building General Infrastructure



# Key Project

## The Green Kyle Bay Sporting Amenities

### Strategic alignment

- Master Plan
- Buildings Asset Management Plan
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

### Background information

At the site there is an existing end of life building which will not serve future community demand.

The designs include two change rooms, canteen, storage and public amenities.



Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
The Green Kyle Bay Sporting Amenities	Kyle Bay	Design	Construct	Construct	Maintain

Category: Sporting Amenities Renewal



# Key Project

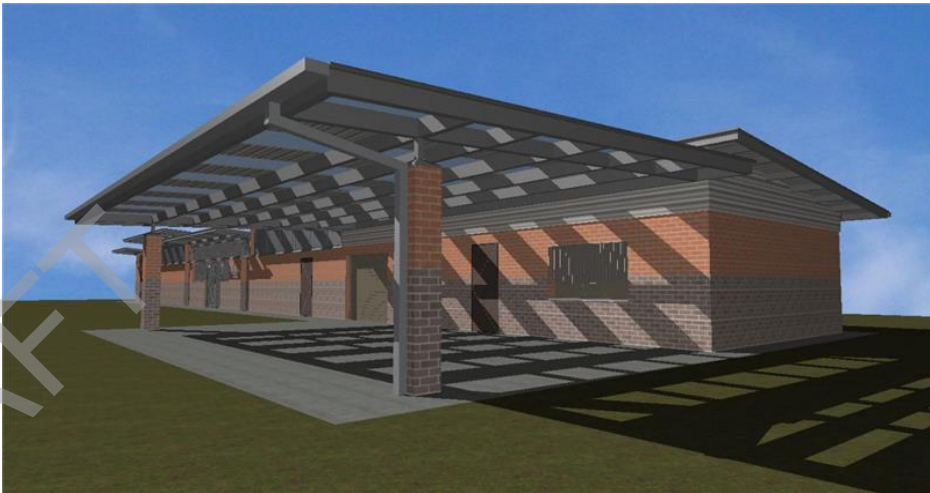
## Gifford Park - Permanent Sporting, Amenities & Storage Facility

### Strategic alignment

- Community Infrastructure Needs Assessment and Acquisition Area Strategy
- Buildings Asset Management Plan

### Background information:

Permanent sporting facilities at Gifford Park that includes home and away changerooms including female changerooms, canteen, storage and public toilet facilities. Additionally, a height increase is required for the perimeter fence (northern side) to accommodate increased utilisation of the park for sporting activities and address safety concerns from residents.



Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity	28/29 Activity
Gifford Park - Permanent Sporting, Amenities & Storage Facility	Penshurst	Plan	Design	Construct	Construct	Maintain

Category: Building General Infrastructure



# Key Project

## Todd Park Sporting Amenities Construction

(Construction start 26/27)

### Strategic alignment

- Draft Master Plan and Plan of Management
- Disability Access and Inclusion Plan
- Buildings Asset Management Plan

### Background information:

A single-storey modern and versatile facility that reflects the surrounding naturalised environment. A facility that inspires and develops community level sporting participants.



Project Name	Suburb	23-25 Activity	26/27 Activity	27/28 Activity	28/29 Activity
Todd Park Sporting Amenities Construction	Blakehurst	Design		Construct	Construct
AUSGRID Works / Site Preparation			Construct		

Category: Building General Infrastructure

# Key Project

## Arthur Hardiman Reserve

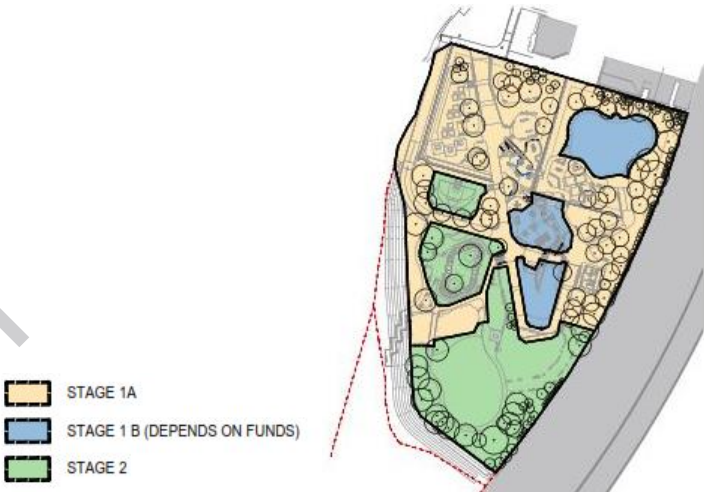
(Construction commencing 27/28)

### Strategic alignment

- Master Plan
- Plan of Management
- The Greater Sydney Region Plan – Green Grid Opportunity

### Background information:

The final design of the Reserve has been guided by the master plan, in conjunction with community feedback. The design provides a cohesive vision focused on retaining the history of the site, whilst integrating with the surrounding Myles Dunphy Reserve. The design utilises the existing levels to provide diverse passive and active recreational opportunities. The work will be completed in stages



Project Name	Suburb	22-24 Activity	27/28 Activity	28/29 Activity
Arthur Hardiman Reserve	Oatley	Design	Construct	Construct

Category: General Open Space

# Key Project

## Mortdale Streetscape Stage 2

### Strategic alignment

- Completion of Town Centre Works

### Background information:

Mortdale Town Centre Streetscape Upgrade Stage 1 involved works along Morts Rd between Pitt St and Victoria Ave and was completed in 2024. The scope of Stage 2 involves the completion of upgrade works throughout the remainder of the Town Centre. This includes the undergrounding of electrical and telecommunication assets, streetlighting, paving, civil works, trees, street furniture and traffic facilities along Pitt St between The Strand & Morts Rd as well as Morts Rd between Victoria Avenue and The Strand.



Project Name	Suburb	26/27 Activity	27/28 Activity	28/29 Activity
Mortdale Streetscape Stage 2	Mortdale	Design	Construct	Construct

Category: General Open Space



# Appendices

## Infrastructure Renewal Programs FY26 Work Schedules





# FY26 Work Schedules

## Transport Infrastructure Renewal Programs / Work Schedules

### Road Rehabilitation Program

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Stubbs Street, Beverley Park</li> <li>• Hampden Lane, Beverly Hills</li> <li>• Centra Road, Beverly Hills</li> <li>• Loader Avenue, Beverly Hills</li> <li>• Toorak Avenue, Beverly Hills</li> <li>• Shaw Street, Beverly Hills</li> <li>• Church Street, Blakehurst (Patch)</li> <li>• Stuart Street, Blakehurst</li> <li>• Oberon Street, Blakehurst</li> <li>• Paris Street, Carlton</li> <li>• Planthurst Road, Carlton</li> <li>• Bellevue Parade, Carlton</li> <li>• Erang Street, Carss Park</li> <li>• Connells Point Road, Connells Point</li> <li>• Terry Street, Connells Point</li> <li>• Low Street, Hurstville</li> <li>• Louis Terrace, Hurstville</li> <li>• Ruby Street, Hurstville</li> <li>• Donald Street, Hurstville</li> <li>• Bristol Street, Hurstville</li> </ul> | <ul style="list-style-type: none"> <li>• Lily Street, Hurstville</li> <li>• Park Road, Hurstville (Patch)</li> <li>• Thomas Street, Hurstville (Patch)</li> <li>• Grove Avenue, Hurstville Grove</li> <li>• Jellicoe Street, Hurstville Grove</li> <li>• Waitara Parade, Hurstville Grove</li> <li>• Bowns Road, Kogarah</li> <li>• Carlton Crescent, Kogarah Bay</li> <li>• Kyle Parade, Kyle Bay</li> <li>• Ash Place, Lugarno</li> <li>• Margaret Crescent, Lugarno</li> <li>• Ocean Lane, Mortdale</li> <li>• Cook Lane, Mortdale</li> <li>• Barr Street, Mortdale</li> <li>• Berrille Lane, Narwee</li> <li>• Acacia Street, Oatley</li> <li>• Mimosa Street, Oatley</li> <li>• Woronora Parade, Oatley</li> <li>• Mulga Road, Oatley</li> <li>• Isaac Street Roundabout, Peakhurst (Patch)</li> </ul> | <ul style="list-style-type: none"> <li>• Pearce Avenue, Peakhurst</li> <li>• Moombara Avenue, Peakhurst</li> <li>• Hannons Avenue, Peakhurst</li> <li>• Bayview Road, Peakhurst Heights</li> <li>• Waterside Parade, Peakhurst Heights</li> <li>• Edna Avenue, Penshurst</li> <li>• Hunter Street, Penshurst</li> <li>• Oak Tree Place, Penshurst</li> <li>• Phillip Lane, Riverwood</li> <li>• Price Lane, Riverwood</li> <li>• Hardwicke Street, Riverwood</li> <li>• Amy Lane, Riverwood</li> <li>• Hunter Street, Riverwood</li> <li>• The Boulevarde, San Souci</li> <li>• Harris Street, San Souci</li> <li>• Woniora Road, South Hurstville</li> <li>• King Street, South Hurstville</li> <li>• Bald Face Reserve Carpark, Blakehurst</li> <li>• 3 Bridges Community Carpark, Penshurst</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Note:** Road Rehabilitation Program subject to change and re-prioritisation due to fixed budgeted amount





# FY26 Work Schedules

## Transport Infrastructure Renewal Programs / Work Schedules

### Kerb and Gutter Renewal Program

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Melvin Lane, Beverly Hills</li><li>• Kooemba Road, Beverly Hills</li><li>• Mercury Street, Beverly Hills</li><li>• Norfolk Avenue, Beverly Hills</li><li>• Bell Avenue, Beverly Hills</li><li>• Bunyala Street, Blakehurst</li><li>• Ada Street, Blakehurst</li><li>• Alexander Street, Blakehurst</li><li>• Anglo Square, Carlton</li><li>• Cronulla Lane, Carlton</li><li>• Garfield Street, Carlton</li><li>• Hampton Court Road, Carlton</li></ul> | <ul style="list-style-type: none"><li>• Carwar Avenue, Carss Park</li><li>• Bowden Crescent, Connells Point</li><li>• Connells Point Road, Connells Point</li><li>• Letitia Street, Hurstville</li><li>• Joan Street, Hurstville</li><li>• Thomas Street, Hurstville</li><li>• Kinsell Avenue, Kingsgrove</li><li>• Colwell Street, Kingsgrove</li><li>• Maluka Place, Kingsgrove</li><li>• Palmerston Street, Kogarah</li><li>• Payten Street, Kogarah Bay</li><li>• Blackbutt Avenue, Lugarno</li></ul> | <ul style="list-style-type: none"><li>• Baker Street, Mortdale</li><li>• Balmoral Street, Mortdale</li><li>• Scott Street, Mortdale</li><li>• Broad Arrow Road, Narwee</li><li>• Annette Street, Oatley</li><li>• Lloyd Street, Oatley</li><li>• Park Avenue, Oatley</li><li>• Angus Avenue, Peakhurst</li><li>• Cretny Street, Peakhurst Heights</li><li>• Arcadia Street, Penshurst</li><li>• Bonds Road, Riverwood</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Note:** Kerb and Gutter Rehabilitation Program subject to change and re-prioritisation due to fixed budgeted amount



# FY26 Work Schedules

## Transport Infrastructure Renewal Programs / Work Schedules

### New Footpath Program

- Gold Street, Blakehurst
- Maluka Place, Kingsway
- Missing links (various locations, currently scoping)

### Footpath Renewal Program

- |                                                                                                                                                                                                                              |                                                                                                                                                                                                                |                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Elizabeth Street, Allawah</li><li>• Stuart Street, Blakehurst</li><li>• Tanner Avenue, Carlton</li><li>• Cross Street, Hurstville</li><li>• #1 Macmahon Street, Hurstville</li></ul> | <ul style="list-style-type: none"><li>• Lily Street, Hurstville</li><li>• Railway Parade, Kogarah</li><li>• Regent Street, Kogarah</li><li>• Boundary Road, Mortdale</li><li>• Oatley Avenue, Oatley</li></ul> | <ul style="list-style-type: none"><li>• The Strand, Penshurst</li><li>• Connelly Street, Penshurst</li><li>• Forest Road, Penshurst</li><li>• George Street, South Hurstville</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Note:** Footpath Renewal Program subject to change and re-prioritisation due to fixed budgeted amount



# FY26 Work Schedules

## Transport Renewals

### Traffic Facilities

- Warrick and Carrington Intersection
- Rose Street – Hurstville
- Road Safety Barriers various locations

DRAFT



# FY26 Work Schedules

## Stormwater Program

- Hadfield Street (from 24/25)
- Martin Street (from 24/25)
- Barnard Street (from 24/25)
- Roberts Avenue (from 24/25)
- Hurstville Rd (from 24/25)
- Grove Avenue
- Mabel Street
- Gloucester Road
- Finney Lane
- Hilcrest Road (Renown Park)
- Homedale Crescent
- Bay Road
- Park Road (Kogarah)
- Ponderosa Street
- Seaforth Avenue
- Clarke Street
- Web Street
- Kyle Parade
- Illawarra Street
- Endeavor Street
- Jacques Avenue
- Bonds Street
- Obriens Road
- William Street
- West Crescent
- Baker Street
- Macquarie Place
- Cedar Street (from 24/25) – Relining
- Gallipoli Street (from 24/25) - Relining
- Jacques Avenue
- Waitara Parade
- Hurstville Road (Renown Park)
- Alexander Street
- Pit replacement
- Lime Kiln Bay WUSD

**Note:** Some of these project are design year 1 (25/26) and delivery year 2 and 3 (26/27) (27/28)



# FY26 Work Schedules

## Open Space Renewals

### Accessways Renewals and Refurbishment

- Oatley Memorial Boardwalk
- Gnarbo Lane
- Terry Street

## Open Space Renewals

### Marine Infrastructure

- Marine Infrastructure Northcote
- Marine Infrastructure Sans Souci Fishing Platform
- Tom Ugly's Fishing Platform

## Open Space Renewals

### Lighting Renewal

- Olds Park Shared Path and Pedestrian lighting

**Note:** A selection of these projects are design year 1 (25/26) and delivery year 2 (26/27)





# FY26 Work Schedules

## Open Space Renewals

### Playground and Play space

- Bridgeview Reserve
- Croot Park

## Open Space Renewals

### Retaining Walls

- Penshurst Lane and Bridge Street
- Design various locations

**Note:** A selection of these projects are design year 1 (25/26) and delivery year 2 (26/27)



# FY26 Work Schedules

## Building Renewals

### Child Care Buildings

- Oatley West Rectification Works
- Oatley West Childcare - Replacement of Passenger Lift
- South Hurstville Kindergarten – Subflooring

## Building Renewals

### Library Buildings

- Branch Libraries - Compliance and ongoing renewals
- Hurstville Library – Rectification works

## Building Renewals

### Sporting & Public Amenities Program

- The Green Kyle Bay Sporting and Amenities Construction

**Note:** A selection of these projects are design year 1 (25/26) and delivery year 2 (26/27)



# FY26 Work Schedules

## Building Renewals

### Aquatic Facilities

- HALC – Gym equipment
- HALC – Mechanical & Electrical

## Building Renewals

### Jubilee Stadium

- Flooring Replacement and Minor Works Project

## Building Renewals

### Commercial Properties

- Hurstville House Airconditioning
- Minor Renewals – Various locations

## Building Renewals

### Minor renewals

- Various locations – urgent works

**Note:** A selection of these projects are design year 1 (25/26) and delivery year 2 (26/27)



# FY26 Work Schedules

## Building Renewals

### Hurstville Civic Precinct

- Hurstville Entertainment Centre New Chairs
- Hurstville Entertainment Centre Renewal

## Building Renewals

### Depot Renewals

- Mortdale Depot & Waste Management Facility

**Note:** A selection of these projects are design year 1 (25/26) and delivery year 2 (26/27)



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# Schedule of Fees and Charges 2025/2026

#### **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

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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Georges River Council

### Assets & Infrastructure

#### Engineering Flood Information

Flood Information Report	\$270.00	\$0.00	\$270.00	
Flood Model Request	\$824.00	\$0.00	\$824.00	

#### Engineering Supervision

Fee for miscellaneous applications which need consideration by Engineering Services (per hour)	\$245.00	\$0.00	\$245.00	
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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			Roads Act 1993   Section 138
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#### Plans of Management

Copy of Plans of Management for a Park/Reserve (per item)	\$49.00	\$0.00	\$49.00	
Copy of Generic Plans of Management (per item)	\$32.00	\$0.00	\$32.00	
Copy of Landscape Masterplan (per item)	\$39.00	\$0.00	\$39.00	

#### Traffic Information

AADT – Mid block count – Hourly count	\$39.55	\$3.95	\$43.50	
AADT – Mid block daily volume – weekly count	\$78.64	\$7.86	\$86.50	
Speed count at mid block	\$53.64	\$5.36	\$59.00	
Peak hours turning volumes – cost per intersection	\$100.00	\$10.00	\$110.00	

#### Tree Management

##### Street Tree Removal

Replacement Street Tree Fee	\$1,090.00	\$0.00	\$1,090.00	
Application to Prune or Remove Tree(s) on Public Land	\$169.95	\$0.00	\$169.95	

##### Tree Management Inspections (private land)

Application Fee 1 - 3 trees (per application)	\$185.00	\$0.00	\$185.00	
Application Fee 4 – 6 trees (per application)	\$275.00	\$0.00	\$275.00	
Application Fee per tree >6 trees in addition to (Application Fee 4-6 trees)	\$29.50	\$0.00	\$29.50	
Pensioner Discount for Application Fee	50% of the applicable Application Fee			
Review of Tree Removal and Pruning Application on Private Land - Stage 1 Review	\$110.00	\$0.00	\$110.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Tree Management Inspections (private land)** [continued]

Review of Tree Removal and Pruning Application on Private Land - Stage 2 Review	\$195.00	\$0.00	\$195.00	
---------------------------------------------------------------------------------	----------	--------	----------	--

**Tree Removal, replacement and pruning****Offset for Replacement Trees on Private Land**

Low Significance Tree Replacement Fee (per Tree)	\$1,030.00	\$0.00	\$1,030.00	
Medium Significance Tree Replacement Fee (per Tree)	\$2,060.00	\$0.00	\$2,060.00	
High Significance Tree Replacement Fee (per Tree)	\$3,090.00	\$0.00	\$3,090.00	

**Offset for Replacement Trees on Public Land**

Offset Fee for Tree Replacement (per tree) for trees on public land	As valued by Thyer (2011) Tree Valuation Method			
---------------------------------------------------------------------	-------------------------------------------------	--	--	--

**Work Zone / Construction Zone**

Work Zone Road Closures - Date Change	\$200.80	\$0.00	\$200.80	
Fee will be applied on the 3rd and subsequent requests for date changes				
Application Fee (non refundable)	\$250.00	\$0.00	\$250.00	
Work Zone (per Lin.m per week) Land use zone (R2, R3, B1, IN2, SP2)	\$38.00	\$0.00	\$38.00	
Work Zone (per Lin.m per week) Land use zone (R4,B2, B3, B4, B6)	\$75.00	\$0.00	\$75.00	
Install and remove "Work Zones" regulatory signs and stems - per item	\$260.00	\$0.00	\$260.00	

**Car Share Parking**

Car share space in metered parking area (per space per year)	\$1,070.00	\$0.00	\$1,070.00	
Installation of new car share parking space	\$1,770.00	\$0.00	\$1,770.00	

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

High impact – 50+ crew, 10+ trucks, significant equipment	\$685.00	\$0.00	\$685.00	
Medium impact – 26-50 crew, 10+ trucks, some equipment	\$425.00	\$0.00	\$425.00	
Low impact – 11-25 crew, minimal equipment	\$230.00	\$0.00	\$230.00	
Ultra Low impact - 10+ crew, 1 camera, sound and no vehicles			FREE	
On-street parking when filming on private property – unit base/ parking plan	\$245.00	\$0.00	\$245.00	
Major revision of filming application	75% of application fee			

**Driveway Line Marking**

Driveway Line Marking	\$390.00	\$0.00	\$390.00	
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**Occupancy of Road Related Area**

Application Fee	\$200.00	\$0.00	\$200.00	
Road Occupancy Commercial Parking Zone - wedding and funeral vehicles	\$6.00	\$0.00	\$6.00	
per Lin. m per week (minimum duration 6 months)				

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Occupancy of Road Related Area [continued]

Install and remove regulatory signs and stems	\$210.00	\$0.00	\$210.00	
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### Engineering DA Inspection Fee

Engineering DA Inspection Fee	\$165.00	\$0.00	\$165.00	
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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	\$230.00	\$0.00	\$230.00	
Per hour or part thereof after First Hour	\$230.00	\$0.00	\$230.00	

### Bonds/Deposits for damage during construction

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

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	\$0.00	\$2,000.00	
Damage deposit for driveway without DA	\$900.00	\$0.00	\$900.00	
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)

Refund of Driveway Application	\$150.00	\$0.00	\$150.00	
Refund of a driveway application will incur this fee				

### Council Designed (includes one inspection)

Driveway Asphalt Restoration - per driveway	\$1,210.00	\$0.00	\$1,210.00	
Upgrade Existing Driveway / Footpath Works (without DA)	\$659.09	\$65.91	\$725.00	
Driveway / Footpath Works – single residential dwelling DA/CDC with boundary level issue	\$990.91	\$99.09	\$1,090.00	
Driveway / Footpath Works – medium density / commercial DA/CDC with boundary level issue	\$1,445.45	\$144.55	\$1,590.00	
Driveway / Footpath Modification – sketch only (excludes level issue)	\$240.91	\$24.09	\$265.00	
Additional Driveway (where 2 or more driveways are permitted / approved)	\$522.73	\$52.27	\$575.00	
Additional Inspection Fee per hour or part thereof after first hour	\$205.00	\$0.00	\$205.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### 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)	\$1,940.00	\$0.00	\$1,940.00	
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### Fees Associated to Issue of Heavy Vehicles Permit

Issue of permit for Class 1 & 3 vehicles using local roads	\$105.00	\$0.00	\$105.00	
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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.

Additional Inspection for Damaged Council Asset	\$181.82	\$18.18	\$200.00	
Make Safe Charge/Emergency Safety Works (Other)	To be determined upon completion			
Make Safe Charge/Emergency Safety Works (Standard)	\$200.00	\$20.00	\$220.00	
Restoration Scope and Sign Off Fee (per site)	\$295.45	\$29.55	\$325.00	
Traffic Control (1 person)	\$777.27	\$77.73	\$855.00	
Traffic Control (2 or more people)	\$2,018.18	\$201.82	\$2,220.00	
Application Fee	\$136.36	\$13.64	\$150.00	
Administration Fee	21% of cost of works as determined by Council			
Concrete Plant Opening fee for night works (per night)	\$2,781.82	\$278.18	\$3,060.00	
Stormwater Pit lid	\$227.27	\$22.73	\$250.00	
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)	\$1,481.82	\$148.18	\$1,630.00	
Night work surcharge	25% of cost of works as determined by Council			



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Road Opening Charges for Restorations for Quantities Under 10 sq.m

### Roads

Asphaltic concrete with flexible pavement (per sq.m)	\$340.91	\$34.09	\$375.00	
Cement concrete (per sq.m.)	\$645.45	\$64.55	\$710.00	

### Footpaths

Concrete per sq.m (< 5 sq.m; minimum charge 1 sq.m)	\$327.27	\$32.73	\$360.00	
Concrete per sq.m. (5-10sq.m)	\$295.45	\$29.55	\$325.00	
Brick or block pavers (per sq.m)	\$463.64	\$46.36	\$510.00	
Brick or Block Pavers – on concrete base (per sq.m)	\$509.09	\$50.91	\$560.00	
Asphaltic concrete on flexible pavement (per sq.m)	\$350.00	\$35.00	\$385.00	
Formed or grass area (per sq.m)	\$145.45	\$14.55	\$160.00	
Concrete residential driveways (130mm reinforced) (Under 5 sq.m)	\$363.64	\$36.36	\$400.00	
Concrete residential driveways (130mm reinforced) (5-10m2 per sq.m)	\$400.00	\$40.00	\$440.00	
Concrete industrial driveways (150mm reinforced) (Under 5 sq.m)	\$372.73	\$37.27	\$410.00	
Concrete industrial driveways (150mm reinforced) (5-10m2 per sq.m)	\$413.64	\$41.36	\$455.00	

### Kerb & Gutter

Concrete kerb and gutter (per m.)	\$468.18	\$46.82	\$515.00	
Layback and gutter (per m.)	\$468.18	\$46.82	\$515.00	
Saw cutting (per m.)	\$31.36	\$3.14	\$34.50	
Concrete kerb ramp (each)	\$2,481.82	\$248.18	\$2,730.00	
Stormwater outlet reconnection 90 mm. dia. (per metre)	\$318.18	\$31.82	\$350.00	

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

### Roads

Asphaltic concrete with flexible pavement (11-50 sq.m)	\$300.00	\$30.00	\$330.00	
Asphaltic concrete with flexible pavement (51+ sq.m)	\$286.36	\$28.64	\$315.00	
Cement concrete (11-50 sq.m.)	\$450.00	\$45.00	\$495.00	
Cement concrete (51+ sq.m.)	\$381.82	\$38.18	\$420.00	

### Footpaths

Concrete per sq.m. (11-50 sq. m)	\$254.55	\$25.45	\$280.00	
Concrete per sq.m. (51+ sq. m)	\$209.09	\$20.91	\$230.00	
Brick or block pavers (11-50 sq.m)	\$413.64	\$41.36	\$455.00	
Brick or block pavers (51+ sq.m)	\$363.64	\$36.36	\$400.00	
Brick or block pavers concrete base course (per sq.m)	\$89.55	\$8.95	\$98.50	
Asphaltic concrete on flexible pavement (11-50 sq.m)	\$313.64	\$31.36	\$345.00	
Asphaltic concrete on flexible pavement (51+ sq.m)	\$204.55	\$20.45	\$225.00	
Formed or grass area (11-50 sq.m)	\$104.55	\$10.45	\$115.00	
Formed or grass area (51+ sq.m)	\$85.45	\$8.55	\$94.00	
Concrete residential driveways (130mm reinforced) (11-50 sq.m)	\$359.09	\$35.91	\$395.00	
Concrete residential driveways (130mm reinforced) (51+ sq.m)	\$259.09	\$25.91	\$285.00	
Concrete industrial driveways (150mm reinforced) (11-50 sq.m)	\$368.18	\$36.82	\$405.00	
Concrete industrial driveways (150mm reinforced) (51+ sq.m)	\$268.18	\$26.82	\$295.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Kerb & Gutter

Concrete kerb and gutter (11-50 m.)	\$381.82	\$38.18	\$420.00	
Concrete kerb and gutter (51+ m.)	\$350.00	\$35.00	\$385.00	
Layback and gutter (11-50 m.)	\$381.82	\$38.18	\$420.00	
Layback and gutter (51+ m.)	\$350.00	\$35.00	\$385.00	

### Hoisting Activities

Hoisting Activities over roadway from site installed devices eg Tower Cranes

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

### Bushcare

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

### Planning & Development

#### Planning Proposals

Pre-Lodgement Scoping Proposal (initial) – Minor (cost will be deducted from lodgement fee)	\$2,327.27	\$232.73	\$2,560.00	
Pre-Lodgement Scoping Proposal (initial) – Major non-Complex (cost will be deducted from lodgement fee)	\$4,590.91	\$459.09	\$5,050.00	
Pre-Lodgement Scoping Proposal (initial) – Major CBD or Complex (cost will be deducted from lodgement fee)	\$7,627.27	\$762.73	\$8,390.00	

Note:

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

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

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

Pre-Lodgement Scoping Proposal (subsequent) – Minor	\$1,545.45	\$154.55	\$1,700.00	
Pre-Lodgement Scoping Proposal (subsequent) – Major non-Complex	\$2,300.00	\$230.00	\$2,530.00	
Pre-Lodgement Scoping Proposal (subsequent) – Major CBD or Complex	\$3,827.27	\$382.73	\$4,210.00	
Assessment of Proposal – Minor	\$21,000.00	\$0.00	\$21,000.00	
Assessment of Proposal – Major non-Complex	\$41,800.00	\$0.00	\$41,800.00	
Assessment of Proposal – Major CBD or Complex	\$55,700.00	\$0.00	\$55,700.00	
Consultation – Minor	\$8,330.00	\$0.00	\$8,330.00	
Consultation – Major non-Complex	\$16,800.00	\$0.00	\$16,800.00	
Consultation – Major CBD or Complex	\$22,400.00	\$0.00	\$22,400.00	
Review and Finalisation – Minor	\$12,600.00	\$0.00	\$12,600.00	
Review and Finalisation – Major non-Complex	\$25,100.00	\$0.00	\$25,100.00	
Review and Finalisation – Major CBD or Complex	\$33,400.00	\$0.00	\$33,400.00	
Assessment of Additional and/or Amended Studies from applicant – Minor (per study)	\$4,180.00	\$0.00	\$4,180.00	
Assessment of Additional and/or Amended Studies from applicant – Major non-Complex (per study)	\$8,330.00	\$0.00	\$8,330.00	
Assessment of Additional and/or Amended Studies from applicant – Major CBD or Complex (per study)	\$11,300.00	\$0.00	\$11,300.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Planning Proposals [continued]

Notification Per Letter	\$4.40	\$0.00	\$4.40	
Advertising (per advertisement, as required by Council and/or the Gateway Determination)	\$3,580.00	\$0.00	\$3,580.00	
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)	\$22.00	\$0.00	\$22.00	

## External Urban Design Referral Fee

External Urban Design Referral Fee	Full cost recovery	
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## Development Control Plan Preparation

DCP Preparation or Amendment – Minor (accompanies minor planning proposals)	\$6,960.00	\$0.00	\$6,960.00	
DCP Preparation or Amendment – Major (accompanies major planning proposals)	\$21,000.00	\$0.00	\$21,000.00	
Note: fee breakdown - Assessment 60%; Consultation 20% and Review and Finalisation 20%				
Notification fee (per property notified)	\$4.40	\$0.00	\$4.40	
Advertising fee (per advertisement)	\$3,580.00	\$0.00	\$3,580.00	
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			

## Planning Agreements Contributions / Public Purposes

Preliminary Assessment of offer to enter into a Planning Agreement	\$1,770.00	\$0.00	\$1,770.00	
Planning Agreements - advertising fee (per advertisement)	\$3,574.10	\$0.00	\$3,574.10	
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

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)		

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Section 7.12 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:

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	\$110.00	\$0.00	\$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)	\$245.00	\$0.00	\$245.00	
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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)	\$62.50	\$0.00	\$62.50	Environment al Planning and Assessment Regulation 2021
Hard copy (A3) of Georges River map only (each)	\$11.80	\$0.00	\$11.80	Environment al Planning and Assessment Regulation 2021
Hard copy of Former Hurstville / Kogarah LEP Instrument only (each)	\$62.50	\$0.00	\$62.50	Environment al Planning and Assessment Regulation 2021
Hard copy (A3) of Former Hurstville / Kogarah LEP map only (each)	\$11.80	\$0.00	\$11.80	Environment al Planning and Assessment Regulation 2021

### Development Control Plans (DCPs)

Hard copy of Georges River DCP (Full copy of 1 DCP)	\$155.00	\$0.00	\$155.00	
Hard copy of Georges River DCP (section only)	\$34.00	\$0.00	\$34.00	
Hard copy of Former Hurstville / Kogarah DCP (Full Copy of 1 DCP)	\$110.00	\$0.00	\$110.00	
Hard copy of Former Hurstville / Kogarah DCP (section only)	\$36.50	\$0.00	\$36.50	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Section 7.11 & Section 7.12 Plans**

Hard copy of Section 7.11 or Section 7.12 Plan (1 Full Copy)	\$39.00	\$0.00	\$39.00	Environment al Planning and Assessment Regulation 2021
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**Other Documents**

Hard copy of Strategic Planning Reports/Documents (each)	\$155.00	\$0.00	\$155.00	Environment al Planning and Assessment Regulation 2021
Certified documents (each)	\$71.50	\$0.00	\$71.50	Environment al Planning and Assessment Regulation 2021
CD-ROM / USB of above Plans (per plan)	\$22.00	\$0.00	\$22.00	

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

Section 10.7 (2) (includes postage)	\$69.00	\$0.00	\$69.00	Environment al Planning and Assessment Regulation 2021
Section 10.7 (2) & (5) (includes postage)	\$173.66	\$0.00	\$173.66	Environment al Planning and Assessment Regulation 2021
Section 10.7 Urgency Fee (including fax fee)	\$150.00	\$0.00	\$150.00	

**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	\$286.36	\$28.64	\$315.00	
Pre DA Advice for works valued between \$0 - \$500,000 – Advice & meeting	\$522.73	\$52.27	\$575.00	
Pre DA Advice for works valued between \$500,001 - \$1,000,000 – Advice & meeting	\$954.55	\$95.45	\$1,050.00	
Pre DA Advice for works valued greater than \$1,000,000 - Advice & meeting	\$1,672.73	\$167.27	\$1,840.00	
Follow up Pre DA application - Consideration of additional information / amended design	50% of the original Pre DA fee			



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### 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	\$522.73	\$52.27	\$575.00	
Pre DA Advice for works valued between \$0 - \$1,000,000 – Advice & meeting	\$1,672.73	\$167.27	\$1,840.00	
Pre DA Advice for works valued between \$1,000,001 - \$3,000,000 – Advice & meeting	\$2,218.18	\$221.82	\$2,440.00	
Pre DA Advice for works valued between \$3,000,001 - \$10,000,000 – Advice & meeting	\$3,309.09	\$330.91	\$3,640.00	
Pre DA Advice for works valued greater than \$10,000,000 – Advice & meeting	\$5,500.00	\$550.00	\$6,050.00	
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	\$340.91	\$34.09	\$375.00	
Additional hours	\$318.18	\$31.82	\$350.00	
Confirmation in writing that development is exempt	\$318.18	\$31.82	\$350.00	
General research & interpretation advice (per hour)	\$318.18	\$31.82	\$350.00	

### Pre-Complying Development Certificate Advice

Advice as whether a proposal would constitute a CDC, per proposal (excluding stormwater review)	\$600.00	\$60.00	\$660.00	
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### Urban Design Review (additional to PreDA fee)

Estimated Cost of Construction < \$10 Million (per review)	\$5,450.00	\$0.00	\$5,450.00	
Estimated Cost of Construction > \$10 Million (per review)	\$7,260.00	\$0.00	\$7,260.00	

### 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

#### DA's for Dwelling Houses

Development applications for a dwelling house with an estimated cost of \$100,000 or less	\$592.22	\$0.00	\$592.22	Environmental Planning and Assessment Regulation 2021
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**DA's for Advertisements (Signage)**

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

Base	\$370.70	\$0.00	\$370.70	Environment al Planning and Assessment Regulation 2021
plus per advertisement	\$93.00	\$0.00	\$93.00	Environment al Planning and Assessment Regulation 2021

**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	\$370.70	\$0.00	\$370.70	Environment al Planning and Assessment Regulation 2021
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**DA's for the Subdivision of Land (other than strata)**

Opening of Public Road – base	\$864.96	\$0.00	\$864.96	Environment al Planning and Assessment Regulation 2021
plus per additional lot	\$65.00	\$0.00	\$65.00	Environment al Planning and Assessment Regulation 2021
No Opening of Public Road – base	\$429.70	\$0.00	\$429.70	Environment al Planning and Assessment Regulation 2021
plus per additional lot	\$53.00	\$0.00	\$53.00	Environment al Planning and Assessment Regulation 2021

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

Strata/Stratum – base	\$429.70	\$0.00	\$429.70	Environment al Planning and Assessment Regulation 2021
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**DA's for Strata/Stratum Subdivision** [continued]

plus per lot	\$65.00	\$0.00	\$65.00	Environment al Planning and Assessment Regulation 2021
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**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	\$143.60	\$0.00	\$143.60	Environment al Planning and Assessment Regulation 2021
Base fee – \$5,001 – \$50,000	\$220.41	\$0.00	\$220.41	Environment al Planning and Assessment Regulation 2021
plus an additional amount for each \$1,000 (or part of \$1,000) of the estimated cost of the development	\$3.00	\$0.00	\$3.00	Environment al Planning and Assessment Regulation 2021
Base fee – \$50,001 – \$250,000	\$458.64	\$0.00	\$458.64	Environment al Planning and Assessment Regulation 2021
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	\$3.64	\$0.00	\$3.64	Environment al Planning and Assessment Regulation 2021
Base fee – \$250,001 – \$500,000	\$1,509.50	\$0.00	\$1,509.50	Environment al Planning and Assessment Regulation 2021
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$2.34	\$0.00	\$2.34	Environment al Planning and Assessment Regulation 2021
Base fee – \$500,001 – \$1,000,000	\$2,272.04	\$0.00	\$2,272.04	Environment al Planning and Assessment Regulation 2021

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	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	\$0.00	\$1.64	Environment al Planning and Assessment Regulation 2021
Base fee – \$1,000,001 – \$10,000,000	\$3,404.17	\$0.00	\$3,404.17	Environment al Planning and Assessment Regulation 2021
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$1.44	\$0.00	\$1.44	Environment al Planning and Assessment Regulation 2021
More than \$10,000,000	\$20,666.58	\$0.00	\$20,666.58	Environment al Planning and Assessment Regulation 2021
plus an additional amount for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$1.19	\$0.00	\$1.19	Environment al Planning and Assessment Regulation 2021

### DA's for Designated Development

Designated Development - Additional Fee	\$1,197.80	\$0.00	\$1,197.80	Environment al Planning and Assessment Regulation 2021
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### Development and Building - Modification of Development Consent Application

Modification (Minor error, mis-description or miscalculation)	\$92.40	\$0.00	\$92.40	Environment al Planning and Assessment Regulation 2021
Modification (Minimal Environmental Impact)	\$839.35 or 50% of the original fee, whichever is the lesser			Environment al Planning and Assessment Regulation 2021

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

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

Original fee less than \$100	50% of the original application fee			Environmental Planning and Assessment Regulation 2021
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			Environmental Planning and Assessment Regulation 2021
For development that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	\$247.13	\$0.00	\$247.13	Environmental Planning and Assessment Regulation 2021
For other development – Based on the original cost of construction Up to \$5,000	\$71.24	\$0.00	\$71.24	Environmental Planning and Assessment Regulation 2021
\$5,001 – \$250,000	\$110.21 plus an additional \$1.50 for each \$1,000 (or part thereof) of the estimated cost			Environmental Planning and Assessment Regulation 2021
\$250,001 – \$500,000	\$651.22 plus an additional \$0.85 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000			Environmental Planning and Assessment Regulation 2021
\$500,001 – \$1,000,000	\$927.30 plus an additional \$0.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000			Environmental Planning and Assessment Regulation 2021
\$1,000,001 – \$10,000,000	\$1284.63 plus an additional \$0.40 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000			Environmental Planning and Assessment Regulation 2021
More than \$10,000,000	\$6167.13 plus an additional \$0.27 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000			Environmental Planning and Assessment Regulation 2021
Design Verification Assessment fee (Modification Applications)	\$989.63	\$0.00	\$989.63	Environmental Planning and Assessment Regulation 2021



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	
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			Environment al Planning and Assessment Regulation 2021
For development that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	\$247.13	\$0.00	\$247.13	Environment al Planning and Assessment Regulation 2021
Up to \$5,000	\$71.24	\$0.00	\$71.24	Environment al Planning and Assessment Regulation 2021
Base fee \$5,001 – \$250,000	\$111.32 plus an additional \$1.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee			Environment al Planning and Assessment Regulation 2021
Base fee \$250,001 – \$500,000	\$651.22 plus an additional \$0.85 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee			Environment al Planning and Assessment Regulation 2021
Base fee \$500,001 – \$1,000,000	\$927.30 plus an additional \$0.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee			Environment al Planning and Assessment Regulation 2021
Base fee \$1,000,001 – \$10,000,000	\$1,284.63 plus an additional \$0.40 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee			Environment al Planning and Assessment Regulation 2021
Base fee greater than \$10,000,000	\$6167.13 plus an additional \$0.27 for each \$1,000 (or part thereof) by which the estimated cost exceeds the base fee			Environment al Planning and Assessment Regulation 2021
Review of modification determination	50% of modification application fee			

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Review of Decision to Reject Development Application**

Up to and less than \$100,000	\$71.20	\$0.00	\$71.20	Environment al Planning and Assessment Regulation 2021
\$100,001 – \$1,000,000	\$194.81	\$0.00	\$194.81	Environment al Planning and Assessment Regulation 2021
Greater than \$1,000,000	\$325.05	\$0.00	\$325.05	Environment al Planning and Assessment Regulation 2021

**Notified & Re-notified Applications**

Modification	\$866.07	\$0.00	\$866.07	Environment al Planning and Assessment Regulation 2021
Development Application	\$1,438.25	\$0.00	\$1,438.25	Environment al Planning and Assessment Regulation 2021

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

Designated development	\$2,889.87	\$0.00	\$2,889.87	Environment al Planning and Assessment Regulation 2021
Advertised Development	\$1,438.25	\$0.00	\$1,438.25	Environment al Planning and Assessment Regulation 2021
Prohibited development	\$1,438.25	\$0.00	\$1,438.25	Environment al Planning and Assessment Regulation 2021
Nominated Integrated Development, Threatened Species Development or Class 1 Aquaculture	\$1,438.25	\$0.00	\$1,438.25	Environment al Planning and Assessment Regulation 2021

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## 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	\$37.85	\$0.00	\$37.85	
Document Management / Scanning estimated cost of works \$10,000 to \$100,000	\$54.08	\$0.00	\$54.08	
Document Management / Scanning estimated cost of works \$100,001 to \$300,000	\$86.52	\$0.00	\$86.52	
Document Management / Scanning estimated cost of works \$300,001 to \$500,000	\$140.60	\$0.00	\$140.60	
Document Management / Scanning estimated cost of works \$500,001 to \$1,000,000	\$237.93	\$0.00	\$237.93	
Document Management / Scanning estimated cost of works \$1,000,001 to \$5,000,000	\$432.60	\$0.00	\$432.60	
Document Management / Scanning estimated cost of works > \$5,000,000	\$648.90	\$0.00	\$648.90	

### Lapsed Consents

Confirmation in writing whether or not consent has lapsed	\$415.09	\$0.00	\$415.09	
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### Extension of Consent Application

Extension of Consent	\$415.09	\$0.00	\$415.09	
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### Review of Documentation submitted to Consent Conditions

Determine if operational consent active (Deferred commencement conditions)	\$415.09	\$0.00	\$415.09	
Determine if documentation submitted to satisfy condition is compliance	\$415.09	\$0.00	\$415.09	

## 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	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### 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	\$182.56	\$0.00	\$182.56	Environmental Planning and Assessment Regulation 2021
Fee to Council for Development Applications requiring concurrence	\$401.19	\$0.00	\$401.19	

### 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)

### 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 200m<sup>2</sup>

\$785.38

\$0.00

\$785.38

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 200m<sup>2</sup>

\$2000.00 plus \$1.50 per square metre

Min. Fee excl. GST: \$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)

\$344.54

\$0.00

\$344.54

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

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Building Information Certificate Applications** [continued]

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	\$860.00	\$0.00	\$860.00	Environmental Planning and Assessment Regulation 2021
Development Application	\$1,430.00	\$0.00	\$1,430.00	Environmental Planning and Assessment Regulation 2021

**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	\$37.85	\$0.00	\$37.85	
Document Management estimated cost of works \$10,000 to \$100,000	\$54.08	\$0.00	\$54.08	
Document Management estimated cost of works \$100,001 to \$300,000	\$86.52	\$0.00	\$86.52	
Document Management estimated cost of works \$300,001 to \$500,000	\$140.60	\$0.00	\$140.60	
Document Management estimated cost of works \$500,001 to \$1,000,000	\$237.93	\$0.00	\$237.93	
Document Management estimated cost of works \$1,000,001 to \$5,000,000	\$432.60	\$0.00	\$432.60	
Document Management estimated cost of works > \$5,000,000	\$648.90	\$0.00	\$648.90	

**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)	\$355.00	\$0.00	\$355.00	
Class 2-9 Building – up to 3 Stories	\$680.00	\$0.00	\$680.00	
Class 2-9 Building – 4 Stories and above	\$1,020.00	\$0.00	\$1,020.00	
Class 2-9 Building where concrete pour exceeds 500 square metres	\$1,360.00	\$0.00	\$1,360.00	

**Swimming Pools (Private Swimming Pool)**

Application for exemption under Clause 22 of Swimming Pools Amendment Act 2012	\$250.00	\$0.00	\$250.00	Swimming Pool Act
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Swimming Pools (Private Swimming Pool) [continued]

Certificate of Compliance under Schedule 1 of Swimming Pools Amendment Act 2012	\$150.00	\$15.00	\$165.00	Swimming Pool Act
Re-inspection	\$100.00	\$10.00	\$110.00	Swimming Pool Act
Swimming Pools Registration Online	\$10.00	\$1.00	\$11.00	
Resuscitation Charts	\$30.00	\$3.00	\$33.00	

## Fire Safety

Registration of AFSS	\$168.18	\$16.82	\$185.00	
Fire Safety Compliance Program Inspection and Re-inspection fee (i.e. Shared Accommodation, Entertainment Venues, Industrial & Commercial premises etc.)	\$260.00	\$0.00	\$260.00	
Registrable Boarding Houses – Boarding House first 12 months Registration and Compliance Inspection Fee	\$260.00	\$0.00	\$260.00	
Registrable Boarding Houses Annual Inspection Fee per hour or part thereof after	\$250.00	\$0.00	\$250.00	
Registrable Boarding Houses Re-inspection Fee per hour or part thereof after	\$250.00	\$0.00	\$250.00	

## Hoardings

Base application fee	\$620.00	\$0.00	\$620.00	
Amended application/plans/detail	\$620.00	\$0.00	\$620.00	
Extension to approval application	\$620.00	\$0.00	\$620.00	
Late application fee	\$620.00	\$0.00	\$620.00	

## 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	\$570.00	\$0.00	\$570.00	
Dual occupancy and domestic building work including dual occupancy – value between \$20,500 and \$2,000,000	\$2,060.00	\$0.00	\$2,060.00	
All industrial and commercial building work value between \$20,000 and \$2,000,000	\$3,870.00	\$0.00	\$3,870.00	
Security against access damage to Council parks or reserves	\$2,370.00	\$0.00	\$2,370.00	
Security against compliance with tree preservation requirements/ conditions	\$2,320.00	\$0.00	\$2,320.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	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	\$385.00	\$0.00	\$385.00	
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	\$220.00	\$0.00	\$220.00	
Per hour or part thereof after First Hour	\$220.00	\$0.00	\$220.00	
Minor Building Work	\$155.00	\$0.00	\$155.00	
Other	\$220.00	\$0.00	\$220.00	

## Demolition Inspection Fees

Pre Demolition Inspection Fee	\$325.00	\$0.00	\$325.00	
Post Demolition Inspection Fee	\$325.00	\$0.00	\$325.00	

## Section 88G Certificate

Fee	\$36.50	\$0.00	\$36.50	Conveyancing Act   Section 88G
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## Activity Applications under Section 68, Local Government Act, 1993

Application Fee	\$485.00	\$0.00	\$485.00	
Per hour or part thereof	\$375.00	\$0.00	\$375.00	
Ground Anchor Application (minimum 4 hours)	\$1,480.00	\$0.00	\$1,480.00	

## Information request

Outstanding Notices Certificate - Environmental Planning and Assessment Act	\$255.00	\$0.00	\$255.00	
Outstanding Notices Certificate	\$255.00	\$0.00	\$255.00	
Information compiled from files including written response and search / miscellaneous services (per hour)	\$375.00	\$0.00	\$375.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### 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	\$1,069.79	\$106.98	\$1,176.77	
\$100,001-\$250,000	\$1,068.18	\$106.82	\$1,175.00	
\$250,001 – \$500,000	\$1,409.09	\$140.91	\$1,550.00	
\$500,001 – \$1,000,000	\$2,004.55	\$200.45	\$2,205.00	
\$1,000,001 - \$2,000,000	\$2,522.73	\$252.27	\$2,775.00	
\$2,000,001 - \$5,000,000	\$7,372.73	\$737.27	\$8,110.00	
Greater than \$5,000,001	\$19,962.00 plus \$330 per hour			
	Min. Fee excl. GST: \$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

#### 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	\$674.65	\$67.47	\$742.12	
\$100,001-250,000	\$1,190.91	\$119.09	\$1,310.00	
\$250,001 to \$500,000	\$2,372.73	\$237.27	\$2,610.00	
\$500,001 - \$1,000,000	\$2,609.09	\$260.91	\$2,870.00	
\$1,000,001-\$2,000,000	\$3,281.82	\$328.18	\$3,610.00	
More than \$2,000,000	\$3,700.00	\$370.00	\$4,070.00	

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

Up to \$250,000	\$2,618.18	\$261.82	\$2,880.00	
\$250,001 - \$500,000	\$3,518.18	\$351.82	\$3,870.00	
\$500,001 - \$1,000,000	\$4,918.18	\$491.82	\$5,410.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

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

\$1,000,001 - \$2,000,000	\$6,327.27	\$632.73	\$6,960.00	
\$2,000,001 - \$5,000,000	\$10,545.45	\$1,054.55	\$11,600.00	
\$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 excl. GST: \$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)	\$645.45	\$64.55	\$710.00	

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

Up to \$100,000	\$983.81	\$98.38	\$1,082.20	
\$100,001 - \$250,000	\$1,309.09	\$130.91	\$1,440.00	
\$250,001 - \$500,000	\$1,781.82	\$178.18	\$1,960.00	
\$500,001 - \$1,000,000	\$2,481.82	\$248.18	\$2,730.00	
\$1,000,001 - \$2,000,000	\$3,227.27	\$322.73	\$3,550.00	
More than \$2,000,001	\$3,443.80 Plus 0.08% for each \$1 greater than \$2mil			
Complying Development Certificate Neighbour Notification Fee	\$1,300.00	\$130.00	\$1,430.00	

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

Up to \$250,000	\$2,610.11	\$261.01	\$2,871.12	
\$250,001 - \$500,000	\$3,518.18	\$351.82	\$3,870.00	
\$500,001 - \$1,000,000	\$4,918.18	\$491.82	\$5,410.00	
\$1,000,001 - \$2,000,000	\$6,327.27	\$632.73	\$6,960.00	
\$2,000,001 and above	\$6,750 plus 0.07% for each \$1 greater than \$2,000,000			
Works requiring certification by A1 Unrestricted Certifier	Invoice cost plus 20% for administration, insurance, and management			

### Complying Development Certificate

Commercial Change of use	\$1,404.54	\$140.45	\$1,544.99	
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)	\$340.91	\$34.09	\$375.00	
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### Occupation Certificate.

Occupation Certificate application	\$445.45	\$44.55	\$490.00	
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Subdivision Certificate

Base Torrens Title (including Stratum) Subdivision Certificate Fee	\$1,004.25	\$0.00	\$1,004.25	
Fee per lot (all subdivision types) created or per unit proposed in addition to base fee	\$310.00	\$0.00	\$310.00	
Base Strata and Community Title Subdivision Certificate Fee	\$1,545.00	\$0.00	\$1,545.00	

### Linen Plan (certification)

Additional Inspection Fee (more than 1) Subdivision Certificate	\$415.00	\$0.00	\$415.00	
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### Endorsement of Instrument under the Conveyancing Act where Council is cited in the instrument

Certification Fee	\$490.00	\$0.00	\$490.00	
Inspection Fee	\$415.00	\$0.00	\$415.00	

### 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 excl. GST: \$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)	\$510.00	\$0.00	\$510.00	
Inspection Fee (per hour or part thereof)	\$165.00	\$0.00	\$165.00	
Damage Deposit for works on Council Stormwater Infrastructure	Price on application based on cost of works - to be determined by Council			

### Temporary Road, Lane or Footpath Closure

Car Park Closure (per bay per day)	\$36.00	\$0.00	\$36.00	
Temporary compound Closure (per m2 per month)	\$185.00	\$0.00	\$185.00	
Urgent Processing Fee (within 48 business hours)	\$295.00	\$0.00	\$295.00	
Application Fee (non refundable)	\$200.00	\$0.00	\$200.00	
Road Closure Fee (per Lin. m per lane per day)	\$47.50	\$0.00	\$47.50	
Road Closure Fee – Section 68 Local Government Act – Cranes, Pumps etc. (per lin. m per lane per day)	\$64.50	\$0.00	\$64.50	
Footpath Occupancy Fee (per sq.m per day)	\$12.00	\$0.00	\$12.00	



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Use of Footway

Use of Footway Application Fee	\$285.00	\$0.00	\$285.00	
Licence to use roadway for permanent structures	Market rate to be determined by valuation - Legal, Survey and Valuation fees at cost			Local Government Act 1993   Section 68

## Outdoor Dining/Restaurants

Application Fee	\$285.00	\$0.00	\$285.00	
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### Licence Fee

Outdoor Dining - Hurstville Plaza ( per square metre per annum)	\$360.00	\$0.00	\$360.00	
Hurstville & Kogarah CBD – Without Fixed Council Umbrellas (per square metre per annum)	\$330.00	\$0.00	\$330.00	
Hurstville & Kogarah CBD – With Fixed Council Umbrellas (per square metre per annum)	\$400.00	\$0.00	\$400.00	
Oatley / Beverly Hills / Mortdale / Penshurst (per square metre per annum)	\$270.00	\$0.00	\$270.00	
Other Areas (per square metre per annum)	\$270.00	\$0.00	\$270.00	

## Display of Goods (adjacent to business premises)

Application Fee	\$285.00	\$0.00	\$285.00	
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### Licence Fee

Hurstville & Kogarah CBD (per square metre per annum)	\$205.00	\$0.00	\$205.00	
Other Areas (per square metre per annum)	\$165.00	\$0.00	\$165.00	

## A-Frame Advertising Signage

A-Frame Advertising Signage (per sign per annum)	\$285.00	\$0.00	\$285.00	
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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)	\$1,437.36	\$143.74	\$1,581.10	
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## Outdoor Dining/Restaurants - Kogarah Town Square Decking

Application Fee	\$285.00	\$0.00	\$285.00	
Licence Preparation Fee (new and renewals) (per stall holder)	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant			
Rental/Use of Space (per square metre per annum)	\$350.00	\$0.00	\$350.00	

## Activity Application Determination

Fee	Under Section 100 Local Government Act – 30% of Fee with minimum fee of \$75.00			
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Section 68 Local Government Act Approvals (12 months maximum)

### Commercial Use of Public Footways

Install or operate amusement devices (per event)	\$395.00	\$0.00	\$395.00	
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	\$395.00	\$0.00	\$395.00	
Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	\$395.00	\$0.00	\$395.00	

### Skip Bin Fees - Sec 68 Local Government Act Management of Waste

Skip Bin Application Fee	\$55.00	\$0.00	\$55.00	
Skip Bins on Public Land (per bin per week)	\$125.00	\$0.00	\$125.00	

### 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	
Water Sampling Administration fee	\$150.00	\$0.00	\$150.00	
Public Health Notification Fee - Cooling Water System and Warm Water System	\$120.00	\$0.00	\$120.00	
Pre-occupation Certificate Inspection	\$285.00	\$0.00	\$285.00	
Public Health Notification Fee - Skin Penetration, Public Swimming Pool and Spa Pool	\$105.00	\$0.00	\$105.00	
Inspection Fee (first hour)	\$230.00	\$0.00	\$230.00	
Inspection Fee (per half hour or part thereof after first hour)	\$110.00	\$0.00	\$110.00	
Re-Inspection Fee	\$110.00	\$0.00	\$110.00	
Hair, Skin Beauty Salon (Non-Skin Penetration Premises)	\$105.00	\$0.00	\$105.00	

### Public Health - Notices and Orders

Improvement Notice – Regulated System	\$635.00	\$0.00	\$635.00	Public Health Regulation 2012   Part 9 Clause 97
Prohibition Orders – Regulated System	\$635.00	\$0.00	\$635.00	Public Health Regulation 2012   Part 9 Clause 97
Improvement Notice – Public Swimming pool & Spa and Skin Penetration Premises	\$295.00	\$0.00	\$295.00	Public Health Regulation 2012   Part 9 Clause 98(b)
Prohibition Orders – Public Swimming pool & Spa and Skin Penetration Premises	\$295.00	\$0.00	\$295.00	Public Health Regulation 2012   Part 9 Clause 97

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Public Health - Notices and Orders** [continued]

Prohibition Order Reinspection Fee (per hour)	\$255.00	\$0.00	\$255.00	Public Health Regulation 2012   Part 9 Clause 98(b)
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**Domestic Waste Management Services**

Standard Domestic Waste Management Charge	\$600.00	\$0.00	\$600.00	Local Government Act 1993   Section 496
1 x 120L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin				
Additional Volume Domestic Waste Management Charge	\$779.00	\$0.00	\$779.00	Local Government Act 1993   Section 496
1 x 240L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin				
Extra general waste bin service (120L)	\$191.00	\$0.00	\$191.00	Local Government Act 1993   Section 496
Extra general waste bin service (240L)	\$382.00	\$0.00	\$382.00	Local Government Act 1993   Section 496
Change of Service (bins) Administration Fee	\$23.50	\$0.00	\$23.50	
Extra recycling bin service (240L)	\$135.00	\$0.00	\$135.00	Local Government Act 1993   Section 496
Extra garden organics bin service (240L)	\$180.00	\$0.00	\$180.00	Local Government Act 1993   Section 496
Availability charge (dwelling with private domestic waste contractor)	\$82.00	\$0.00	\$82.00	Local Government Act 1993   Section 496
Availability charge (dwelling with cancelled bin service)	\$82.00	\$0.00	\$82.00	Local Government Act 1993   Section 496

**Commercial Waste Management Services**

Commercial general waste bin service (240L) - once weekly	\$722.00	\$0.00	\$722.00	Local Government Act 1993   Section 501
Commercial general waste bin service (1100L) - once weekly	\$3,004.00	\$0.00	\$3,004.00	Local Government Act 1993   Section 501

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Commercial Waste Management Services [continued]

Commercial recycling bin service (240L) - once weekly	\$364.00	\$0.00	\$364.00	Local Government Act 1993   Section 501
Commercial recycling bin service (1100L) - once weekly	\$1,550.00	\$0.00	\$1,550.00	Local Government Act 1993   Section 501
Commercial general waste bin service (240L) - twice weekly	\$1,444.00	\$0.00	\$1,444.00	Local Government Act 1993   Section 501
Commercial general waste bin service (1100L) - twice weekly	\$6,009.00	\$0.00	\$6,009.00	Local Government Act 1993   Section 501
Commercial recycling bin service (240L) - twice weekly	\$728.00	\$0.00	\$728.00	Local Government Act 1993   Section 501
Commercial recycling bin service (1100L) - twice weekly	\$3,100.00	\$0.00	\$3,100.00	Local Government Act 1993   Section 501

## Other Waste Management Services

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

Shared Community Waste Storage Areas - Security Bond	\$400.00	\$0.00	\$400.00	
Event bin – 240L bin supply and removal, per bin	\$95.00	\$9.50	\$104.50	
Event bin – 240L bin servicing mid-event, per bin	\$10.00	\$1.00	\$11.00	
Event bin – deposit, per bin	\$70.00	\$7.00	\$77.00	

## Community Gardens

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

## Companion Animal Fees - Life time registration - microchipping

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

Dog – Registration fee (by 12 weeks or when sold if earlier than 12 weeks)	\$80.00	\$0.00	\$80.00	Companion Animals Act
Dog – Registration (by eligible pensioner)	\$35.00	\$0.00	\$35.00	Companion Animals Act
Dog – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0.00	\$0.00	\$0.00	Companion Animals Act
Dog – Registration Combined fees (for not Desexing dog by 6 months)	\$269.00	\$0.00	\$269.00	Companion Animals Act
Dog – Additional Fee (dog not desexed by 6 months)	\$189.00	\$0.00	\$189.00	Companion Animals Act

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

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

Dog – Registrations (desexing not recommended)	\$80.00	\$0.00	\$80.00	Companion Animals Act
Dog – Registration (desexing not recommended – pensioner)	\$35.00	\$0.00	\$35.00	
Dog – Registration (recognised breeder)	\$80.00	\$0.00	\$80.00	Companion Animals Act
Dog - Working	\$0.00	\$0.00	\$0.00	Companion Animals Act
Dog - Service of the State	\$0.00	\$0.00	\$0.00	Companion Animals Act
Assistance Animal	\$0.00	\$0.00	\$0.00	Companion Animals Act
Cat – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0.00	\$0.00	\$0.00	Companion Animals Act
Cat – Registration (Eligible Pensioner)	\$35.00	\$0.00	\$35.00	Companion Animals Act
Cat – Registration Fee (by 12 weeks or when sold if earlier than 12 weeks)	\$70.00	\$0.00	\$70.00	Companion Animals Act
Cat – Registration (desexing not recommended)	\$70.00	\$0.00	\$70.00	Companion Animals Act
Cat – Registration (desexing not recommended – pensioner)	\$35.00	\$0.00	\$35.00	
Cat – Registration (recognised breeder)	\$70.00	\$0.00	\$70.00	Companion Animals Act
Registration Late Fee	\$23.00	\$0.00	\$23.00	Companion Animals Act

### Annual Specified Animal Permit Fees

Dangerous Dog	\$236.00	\$0.00	\$236.00	Companion Animals Act
Restricted Dog	\$236.00	\$0.00	\$236.00	Companion Animals Act
Cat (not desexed by four months of age)	\$99.00	\$0.00	\$99.00	Companion Animals Act
Permit late fee	\$23.00	\$0.00	\$23.00	Companion Animals Act

### Dangerous/Restricted Dog Enclosure

Compliance Certificate	\$150.00	\$0.00	\$150.00	
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### 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



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Animal Impounding and Euthanasia Fees [continued]

Impounded Animal Daily Boarding Charge - Dogs (per day)	\$79.09	\$7.91	\$87.00	
Impounded Animal Daily Boarding Charge – Cats (per day)	\$39.00	\$3.90	\$42.90	
Impounded Animal Daily Boarding Charge – Small Animals (per day)	\$39.00	\$3.90	\$42.90	
Impounded Animal Veterinary Treatment Charge		At invoiced cost		
Impounded Animal Transport Charge – Strathfield	\$160.00	\$16.00	\$176.00	
Impounded Animal Transport Charge – Austral	\$260.00	\$26.00	\$286.00	
After Hours Emergency Animal Transport Charge - Rosebery	\$200.00	\$20.00	\$220.00	
Animal Intake Administration Fee	\$90.00	\$9.00	\$99.00	
Reduced to \$35 plus gst for animals that are reclaimed to cover vaccination on entry				
Euthanasia Fee - Kitten (waiting on price from contractor)	\$100.00	\$10.00	\$110.00	
Euthanasia Fee - Animal <10kg	\$299.00	\$29.90	\$328.90	
Euthanasia Fee - Animal 10kg to 20kg	\$399.00	\$39.90	\$438.90	
Euthanasia Fee - Animal >20kg	\$499.00	\$49.90	\$548.90	

### 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	\$135.00	\$0.00	\$135.00	
Notification (registration) of food premises	\$60.00	\$0.00	\$60.00	
Inspection Fee – First hour	\$230.00	\$0.00	\$230.00	
Inspection Fee – Per half hour thereof after first hour	\$110.00	\$0.00	\$110.00	
Re-inspection Fee	\$110.00	\$0.00	\$110.00	
Pre Occupation Certificate	\$285.00	\$0.00	\$285.00	

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

Application Fee - Lifetime Temporary food Premises Permit	\$140.00	\$0.00	\$140.00	
(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	\$0.00	\$60.00	
Inspection fee – Individual temporary food premises	\$110.00	\$0.00	\$110.00	

### Food - Notices

Improvement Notice (per notice)	\$330.00	\$0.00	\$330.00	Food Regulation 2015   Part 3 Clause 11
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### Impounding Charges

Trolleys (per day)	\$135.00	\$0.00	\$135.00	Public Spaces (Unattended Property) Act 2021
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Impounding Charges [continued]

Other Items (per day)	\$135.00	\$0.00	\$135.00	Public Spaces (Unattended Property) Act 2021
Administration Fee	\$31.00	\$0.00	\$31.00	Public Spaces (Unattended Property) Act 2021
Fee to release to owner – all impounded items	\$120.00	\$0.00	\$120.00	Public Spaces (Unattended Property) Act 2021
Disposal Fee (if not claimed)	\$72.00	\$0.00	\$72.00	Public Spaces (Unattended Property) Act 2021

### 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	Public Spaces (Unattended Property) Act 2021
Towing fee – deemed dangerous location	Fee is the contractor's cost which varies based on circumstances and vehicle type	Public Spaces (Unattended Property) Act 2021
Impounding fee	Fee is the contractor's cost which varies based on circumstances and vehicle type	Public Spaces (Unattended Property) Act 2021
Holding Fee (per day)	Fee is the contractor's cost which varies based on circumstances and vehicle type	Public Spaces (Unattended Property) Act 2021
Fee to release to owner – all impounded items	Fee is the contractor's cost which varies based on circumstances and vehicle type	Public Spaces (Unattended Property) Act 2021

### Protection of the Environment Operations Legislation

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

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Protection of the Environment Operations Legislation [continued]

Clean Up Notice (Under POEO Act 1997)	\$821.00	\$0.00	\$821.00	Protection of the Environment Operations (General) Regulation 2022   Clause 151
Noise Control Notice (under POEO 1997)	\$821.00	\$0.00	\$821.00	Protection of the Environment Operations (General) Regulation 2022   Clause 151
Prevention Notice (Under POEO 1997)	\$821.00	\$0.00	\$821.00	Protection of the Environment Operations (General) Regulation 2022   Clause 151
Compliance Cost Notice	Cost of works or services (Invoice)			Protection of the Environment Operations (General) Regulation 2022   Clause 151
Compliance Cost Notice Administration Fee	\$465.00	\$0.00	\$465.00	
Environmental Audits/Inspection - including vapor recovery program	\$230.00	\$0.00	\$230.00	

## Execution of Orders

Contractors engaged to complete required works	At invoiced cost			
Execution of Orders Administration Fee	\$422.73	\$42.27	\$465.00	

## Local Government Legislation

Recovery Cost Notice	Varies - depending on cost of works			Local Government Act 1993   Section 197 and 678
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## Community & Culture

### Hurstville Aquatic Leisure Centre

#### Aquatics

Slide	\$2.27	\$0.23	\$2.50	
Swim - Spa top up	\$4.64	\$0.46	\$5.10	
Swim - Spa top up concession	\$2.55	\$0.25	\$2.80	
Adult (swim only)	\$10.36	\$1.04	\$11.40	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Aquatics** [continued]

Child/ (swim only) (5+ years)	\$8.55	\$0.85	\$9.40	
Concession (swim only)	\$8.55	\$0.85	\$9.40	
Adult (swim/spa/steam)	\$15.00	\$1.50	\$16.50	
Concession (swim/spa/steam)	\$11.09	\$1.11	\$12.20	
Non swimmer	\$2.27	\$0.23	\$2.50	
Family (Medicare Card)	\$26.36	\$2.64	\$29.00	
Children under 5 are free				

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

Adult (20 visits)	\$262.50	\$26.25	\$288.75	
Adult (20 Visits – Swim Only)	\$181.36	\$18.14	\$199.50	
Concession (20 visits)	\$194.09	\$19.41	\$213.50	
Child/Concession Visit Pass - 20 Swim (swim only)	\$149.55	\$14.95	\$164.50	

**Aquatic Memberships**

Adult - Membership Council Only (DD) - per week	\$13.64	\$1.36	\$15.00	
Membership - All Access - 1 Month	\$209.09	\$20.91	\$230.00	
Membership - All Access - 3 Months	\$422.73	\$42.27	\$465.00	
Membership Workcover - 3 Months	\$422.73	\$42.27	\$465.00	
Aquatic Membership 12 months	\$772.73	\$77.27	\$850.00	
Aquatic Membership 12 months (Fortnightly direct debit)	\$34.55	\$3.45	\$38.00	
Aquatic Membership 6 months	\$472.73	\$47.27	\$520.00	
Aquatic Membership 6 months (Fortnightly direct debit)	\$40.00	\$4.00	\$44.00	

**Other**

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

**Swimming Lessons**

Program - Private Learn to Swim (Child)	\$102.00	\$0.00	\$102.00	
Pre-school & School age	\$25.50	\$0.00	\$25.50	
Adults	\$25.50	\$0.00	\$25.50	

**Squad**

Junior Development squad (per fortnight)	\$59.09	\$5.91	\$65.00	
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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)	\$37.27	\$3.73	\$41.00	
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Kids Club** [continued]

Bluefit Strike Soccer Program (fortnightly direct debit)	\$37.27	\$3.73	\$41.00	
BlueFit Gymnastics Program (fortnightly direct debit)	\$37.27	\$3.73	\$41.00	
Learn 2 Play Joining Package	\$37.27	\$3.73	\$41.00	

**Health & Fitness Membership**

Visit Pass - Aqua Senior - 10 visits	\$155.45	\$15.55	\$171.00	
12 months Adult - All Access (one-off upfront)	\$1,381.82	\$138.18	\$1,520.00	
12 months Student & Concession - All Access (one-off upfront)	\$1,136.36	\$113.64	\$1,250.00	
6 months Adult - All Access (one-off upfront)	\$799.09	\$79.91	\$879.00	
Fortnightly Direct Debit (Adult 12 months)	\$46.36	\$4.64	\$51.00	
Fortnightly Direct Debit (Student & Concession 12 months)	\$39.09	\$3.91	\$43.00	
Fortnightly Direct Debit (Adult no contract)	\$50.00	\$5.00	\$55.00	
Fortnightly Direct Debit (Student & Concession no contract)	\$44.55	\$4.45	\$49.00	
Joining Fee 12 months	\$71.82	\$7.18	\$79.00	
Joining Fee no contract	\$90.00	\$9.00	\$99.00	

**Casual Fitness**

School Gym Entry	\$7.73	\$0.77	\$8.50	
Casual Gym Entry	\$23.18	\$2.32	\$25.50	
Casual Gym Entry (Student / Concession)	\$17.27	\$1.73	\$19.00	
Aqua Aerobics	\$23.18	\$2.32	\$25.50	
Aqua Aerobics (Student / Concession)	\$17.00	\$1.70	\$18.70	

**Vouchers (Gym & Fitness Class)**

Reformer Pilates (1 Hour Class Members)	\$10.91	\$1.09	\$12.00	
Reformer Pilates (1 Hour Class Non-Members)	\$42.73	\$4.27	\$47.00	

**Crèche**

Creche Family Membership (DD) - per week	\$16.36	\$1.64	\$18.00	
Creche Membership (DD) - per week	\$8.18	\$0.82	\$9.00	
Non-member (per hour per child)	\$9.45	\$0.95	\$10.40	
Member (per hour per child)	\$5.64	\$0.56	\$6.20	

**Stadium**

Half Court Hire - Per Hour	\$40.91	\$4.09	\$45.00	
Badminton – per hour (peak)	\$31.82	\$3.18	\$35.00	
Badminton – per hour (off peak)	\$26.36	\$2.64	\$29.00	
Court Hire – per hour	\$81.82	\$8.18	\$90.00	
Casual Entry Adult	\$9.09	\$0.91	\$10.00	
Casual Entry Child	\$7.27	\$0.73	\$8.00	
Soccer (senior) – per team/game	\$77.27	\$7.73	\$85.00	



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### 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	

### 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)	\$9.45	\$0.95	\$10.40	
Child (swim only, 5 & over)	\$7.45	\$0.75	\$8.20	
Children under 5 are free				
Concession / Student / Senior (swim only)	\$7.45	\$0.75	\$8.20	
Facility Fee (Spectator)	\$2.91	\$0.29	\$3.20	
Family Pass (2 adults, 2 kids)	\$26.36	\$2.64	\$29.00	
Swim / Gym Casual Adult visit	\$19.09	\$1.91	\$21.00	
Swim / Gym Casual Student/Senior (Concession) visit	\$15.45	\$1.55	\$17.00	
Lane Hire (per hour)	\$77.27	\$7.73	\$85.00	

### Swim Passes

All Swim passes valid for 4 months only

Swim Pass - 20 sessions - Adult	\$165.45	\$16.55	\$182.00	
Swim Pass - 20 sessions - Concession (Student/Senior)	\$130.45	\$13.05	\$143.50	

### Swimming Lessons

Child	\$25.50	\$0.00	\$25.50	
Adult	\$25.50	\$0.00	\$25.50	
Private lesson - child	\$102.00	\$0.00	\$102.00	

### Aquatic Memberships

Membership Workcover - 3 Months (DD)	\$381.82	\$38.18	\$420.00	
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Casual Fitness and Passes

Aqua Pass Adult 10 sessions	\$171.82	\$17.18	\$189.00	
Aqua Pass Student/Senior 10 sessions	\$139.09	\$13.91	\$153.00	
Aqua Pass - Adult - 20 Sessions	\$334.09	\$33.41	\$367.50	
Aqua Pass - Student/Senior - 20 Sessions	\$270.45	\$27.05	\$297.50	

### Health & Fitness Membership

Adult - 1 month - no contract - fortnightly direct debit	\$47.27	\$4.73	\$52.00	
Adult - 12 month contract - fortnightly direct debit	\$43.64	\$4.36	\$48.00	
Concession - 1 month - no contract - fortnightly direct debit	\$41.82	\$4.18	\$46.00	
Concession - 12 month contract - fortnightly direct debit	\$36.36	\$3.64	\$40.00	
Joining Fee - with contract	\$71.82	\$7.18	\$79.00	
Joining Fee - no contract	\$90.00	\$9.00	\$99.00	

### 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	\$54.55	\$5.45	\$60.00	
Individual Coaching 30 minutes	\$50.00	\$5.00	\$55.00	
Individual Coaching 60 minutes	\$86.36	\$8.64	\$95.00	
Level 3 Individual 30 Minutes	\$54.55	\$5.45	\$60.00	
Level 3 Individual 60 Minutes	\$90.91	\$9.09	\$100.00	
Net Hire with Machine	\$54.55	\$5.45	\$60.00	
Sunday Cricket Squads	\$32.73	\$3.27	\$36.00	

### Off Peak

Monday to Friday 8am to 3pm

Net Hire - Off Peak	\$31.36	\$3.14	\$34.50	
Turf Net Hire - Off Peak	\$54.55	\$5.45	\$60.00	
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	\$16.55	\$1.65	\$18.20	

### Peak

Monday to Friday 3pm onwards; Saturday and Sunday

Coaches Net Hire - Peak	\$27.27	\$2.73	\$30.00	
Net Hire - Peak	\$41.45	\$4.15	\$45.60	
Turf Net Hire -Peak	\$63.64	\$6.36	\$70.00	
Cricket Clinics		As per Off Peak Rates		
Schools	\$22.27	\$2.23	\$24.50	
Community	\$22.27	\$2.23	\$24.50	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Other Facility Fees

Holiday Clinic 1 Day	\$54.55	\$5.45	\$60.00	
Holiday Clinic 2 Days	\$131.82	\$13.18	\$145.00	

### Stadium Hire

Jubilee Stadium	Set by Council, dependent on the requirements of the event			
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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	\$37.73	\$3.77	\$41.50	
9 holes	\$26.36	\$2.64	\$29.00	
18 holes weekend	\$42.73	\$4.27	\$47.00	
9 holes weekend	\$32.73	\$3.27	\$36.00	
Evening Rate (after 3pm)	\$15.91	\$1.59	\$17.50	

##### Concession - Pensioner/Student

9 holes	\$22.27	\$2.23	\$24.50	
18 holes	\$32.55	\$3.25	\$35.80	
School block booking – 18 holes (Weekdays only)	\$14.55	\$1.45	\$16.00	

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

Electric Cart Hire - 9 holes	\$27.27	\$2.73	\$30.00	
Electric Cart Hire - 9 holes (Seniors)	\$22.27	\$2.23	\$24.50	
Golf Set - Hire	\$25.00	\$2.50	\$27.50	
Electric Carts – Adults	\$39.55	\$3.95	\$43.50	
Electric Carts – Concession (Pensioner / Student)	\$33.55	\$3.35	\$36.90	
Buggy – Cart	\$5.73	\$0.57	\$6.30	

#### HGC Members

##### Full

18 holes every day	\$27.27	\$2.73	\$30.00	
9 holes	\$22.27	\$2.23	\$24.50	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Pensioner 18 holes/9 holes**

Weekdays	\$18.64	\$1.86	\$20.50	
Weekends and holidays	\$26.36	\$2.64	\$29.00	

**Junior 18 holes/9 holes**

Member Junior - Weekday	\$17.00	\$1.70	\$18.70	
Weekends and holidays	\$18.64	\$1.86	\$20.50	

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

Monday to Friday (excl Public Holidays) – 18 holes	\$38.18	\$3.82	\$42.00	
Monday to Friday (excl Public Holidays) – 9 holes	\$22.73	\$2.27	\$25.00	
Saturday, Sunday and Public Holidays (am) – 18 holes	\$42.73	\$4.27	\$47.00	
Saturday, Sunday and Public Holidays (pm) – 18 holes	\$36.36	\$3.64	\$40.00	
Saturday, Sunday and Public Holidays – 9 holes	\$24.55	\$2.45	\$27.00	
Twilight (Monday - Friday after 3pm)	\$18.18	\$1.82	\$20.00	
Twilight (Saturday, Sunday after 3pm)	\$20.00	\$2.00	\$22.00	
Pensioner / Senior Card Holders Monday to Friday (excl Public Holidays) from 11am – 9/18 holes	\$21.82	\$2.18	\$24.00	
Pensioner / Senior Card Holders Monday to Friday (excl Public Holidays) before 11am – 18 holes	\$30.91	\$3.09	\$34.00	
Pensioner / Senior Card Holders Monday to Friday (excl Public Holidays) before 11am – 9 holes	\$22.73	\$2.27	\$25.00	
Cart Hire – 18 holes	\$43.64	\$4.36	\$48.00	
Cart Hire – 9 holes	\$25.45	\$2.55	\$28.00	
Pull Buggy Hire	\$4.55	\$0.45	\$5.00	
Club Hire – 18 holes	\$27.27	\$2.73	\$30.00	
Club Hire – 9 holes	\$18.18	\$1.82	\$20.00	

**Privately Operated Tennis Facilities****Parkside Drive Tennis Courts****Court Hire**

Day Rate (per hour)	\$22.73	\$2.27	\$25.00	
Night Rate (per hour, from 5pm)	\$25.45	\$2.55	\$28.00	

**Quarry Reserve Tennis Courts****Court Hire**

Day Rate (per hour)	\$18.18	\$1.82	\$20.00	
Night Rate (per hour, from 5pm)	\$20.91	\$2.09	\$23.00	

**Ken Rosewall Tennis Centre****Court Rates**

Racquet Hire	\$4.55	\$0.45	\$5.00	
Per hour				

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Court Rates** [continued]

Casual Bookings	\$22 per hour (Before 5pm) \$25 per hour (5pm onwards)			
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**Coaching Services****Junior Group Lessons**

Advanced/Elite Squad Classes - Junior 1.5 hour session per person	\$29.09	\$2.91	\$32.00	
Group Classes - Junior 1 hour session per person Group of 6	\$20.91	\$2.09	\$23.00	

**Adult Group Lessons**

Group classes (4 people) 1 hour session per person	\$27.27	\$2.73	\$30.00	
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**Social Classes**

Group classes (8 people) Monday/Wednesday Social (9:30am-11:30am)	\$20.00 \$22.73	\$2.00 \$2.27	\$22.00 \$25.00	
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**Private Lessons (Adults & Children - 1 or 2 players)**

Advanced Coach 1 hour session per person	\$81.82	\$8.18	\$90.00	
Advanced Coach 30 minute session per person	\$40.91	\$4.09	\$45.00	
Junior Coach 30 minute session per person	\$31.82	\$3.18	\$35.00	
Junior Coach 1 hour session per person	\$63.64	\$6.36	\$70.00	
Senior Coach 1 hour session per person	\$77.27	\$7.73	\$85.00	
Senior Coach 30 minute session per person	\$39.09	\$3.91	\$43.00	

**Clubhouse**

Functions, Children's Parties & Birthdays	\$300 for a 4 hour booking (Including 1 x hour set-up and 1 x hour pack-down) Additional hours at \$100 per hour			
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**Netball Courts**

Casual Hire Commercial (per court, per hour)	\$40.91	\$4.09	\$45.00	
Casual Hire Community (per court, per hour)	\$36.36	\$3.64	\$40.00	
Seasonal hire (per court)	\$127.27	\$12.73	\$140.00	
School Hire per court, per hour (within school terms & hours)	Free			



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Synthetic Sports Fields

- Community Hire applies to not for profit organisations and schools not located within the Georges River Local Government Area
- School hire applies to schools located within the Georges River Local Government Area only, for bookings during school hours and terms (otherwise Community Hire fees are applicable)
- Sports Lighting fees may be applicable depending on the time of day (refer to the ADD ON COST section within this document)

### Synthetic Fields - Penshurst Park Sporting Hub

All listed fees are per hour.

Casual Hire Commercial - Peak	\$268.18	\$26.82	\$295.00	
• Peak - Monday to Friday, 3pm to close and all day on weekends				
Casual Hire Commercial - Off-Peak	\$190.91	\$19.09	\$210.00	
• Off-Peak - Monday to Friday, 8am to 3pm				
Casual Hire Community	\$150.00	\$15.00	\$165.00	
Sports Field Hire - Match Day	\$186.36	\$18.64	\$205.00	
Sports Field Hire - Training	\$90.91	\$9.09	\$100.00	
School Hire			FREE	
Closure of Operable Fence (per hire)	\$186.36	\$18.64	\$205.00	

### Synthetic Fields - Peakhurst Park; Poulton Park

All fees list are per field, per hour.

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

Casual Hire Commercial - Peak	\$245.45	\$24.55	\$270.00	
• Peak - Monday to Friday, 3pm to close and all day on weekends				
Casual Hire Commercial – Off-Peak	\$177.27	\$17.73	\$195.00	
• Off-Peak - Monday to Friday, 7am to 3pm				
Casual Hire Community	\$131.82	\$13.18	\$145.00	
Seasonal Hire	\$50.00	\$5.00	\$55.00	
School Hire			Free	
• Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms				

### Synthetic Fields - Vanessa Street Multi-Purpose Courts

All listed fees are per hour.

Casual Hire Commercial - Peak	\$86.36	\$8.64	\$95.00	
• Peak - Monday to Friday, 3pm to close and all day on weekends				
Casual Hire Commercial - Off-Peak	\$59.09	\$5.91	\$65.00	
• Off-Peak - Monday to Friday, 7am to 3pm				
Casual Hire Community	\$40.91	\$4.09	\$45.00	
Seasonal Hire	\$27.27	\$2.73	\$30.00	
School Hire			Free	
• Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms				
School Hire (out of area)	\$13.64	\$1.36	\$15.00	
• Applicable to schools located outside of the Georges River Local Government Area, for bookings during school hours and terms				

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Natural Turf Sports Fields

- Community Hire applies to not for profit organisations and schools not located within the Georges River Local Government Area
- School hire applies to schools located within the Georges River Local Government Area only, for bookings during school hours and terms (otherwise Community Hire fees are applicable)
- Sports Lighting fees may be applicable depending on the time of day (refer to the ADD ON COST section within this document)

### Natural Turf Sports Fields - Harold Fraser Oval, Hurstville Oval and Olds Park Oval

All listed fees are per hour, unless otherwise stated.

Casual Hire Commercial - Full-sized field	\$127.27	\$12.73	\$140.00	
Casual Hire Community - Full-sized field	\$63.64	\$6.36	\$70.00	
Seasonal Hire - Senior teams	\$2,663.64	\$266.36	\$2,930.00	
Seasonal Hire - Junior teams	\$1,454.55	\$145.45	\$1,600.00	
School Hire			Free	
• Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms				
School Athletics Carnival Hire (per day) - Hurstville Oval and Olds Park	\$422.73	\$42.27	\$465.00	
• Athletics Line Marking fees applicable (refer to the ADD ON COST section within this document)				

### Hurstville Oval

Velodrome hire (cycling) - Seasonal	\$2,718.18	\$271.82	\$2,990.00	
Velodrome hire (cycling) - Casual (per day)	\$486.36	\$48.64	\$535.00	

### Natural Turf Sports Fields - All other fields

All listed fees are per hour, unless otherwise stated.

Casual Hire Commercial - Full-sized field	\$90.91	\$9.09	\$100.00	
Casual Hire Community - Full-sized field	\$59.09	\$5.91	\$65.00	
Seasonal Hire - Full-sized field	\$1,636.36	\$163.64	\$1,800.00	
Seasonal Hire - Full-sized field (Up to 2 days)	\$636.36	\$63.64	\$700.00	
Casual Hire Commercial - Mid-sized field	\$45.45	\$4.55	\$50.00	
Casual Hire Community - Mid sized field (per hour)	\$31.82	\$3.18	\$35.00	
Seasonal Hire - Mid-sized field	\$863.64	\$86.36	\$950.00	
Casual Hire Commercial - Mini-field	\$22.73	\$2.27	\$25.00	
Casual Hire Community - Mini-field	\$16.36	\$1.64	\$18.00	
Seasonal Hire - Mini-sized field	\$318.18	\$31.82	\$350.00	
School Hire			Free	
• Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms				

### Add-On Costs - Applicable for All Sports Fields and Facilities

Canteen Hire (per day) - Hurstville Oval	\$122.73	\$12.27	\$135.00	
Canteen Hire (per day)	\$122.73	\$12.27	\$135.00	
Line marking for athletics field - Hurstville Oval and Olds Park	\$304.55	\$30.45	\$335.00	
Sports Lighting (per hour) - Synthetic Fields	\$18.18	\$1.82	\$20.00	
Sports Lighting (per hour) - Harold Fraser Oval, Hurstville Oval, Olds Park Oval and Natural Turf Fields	\$18.18	\$1.82	\$20.00	
Sports Lighting (per hour) - Netball Courts	\$18.18	\$1.82	\$20.00	
Sports Lighting (Seasonal) - Harold Fraser Oval, Olds Park Oval and Natural Turf Fields	\$363.64	\$36.36	\$400.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Add-On Costs - Applicable for All Sports Fields and Facilities** [continued]

Sports Lighting (Seasonal) - Netball Courts	\$109.09	\$10.91	\$120.00	
Emergency After-hours Call Out (parks and sporting fields)	\$122.73	\$12.27	\$135.00	

**Personal Trainers****Three Month Permit**

6 – 18 persons	\$363.64	\$36.36	\$400.00	
1 – 5 persons	\$181.82	\$18.18	\$200.00	

**Six Month Permit**

6 – 18 persons	\$727.27	\$72.73	\$800.00	
1 – 5 persons	\$363.64	\$36.36	\$400.00	

**Breach of ground and facility use**

1st offence	\$227.27	\$22.73	\$250.00	
2nd offence	\$454.55	\$45.45	\$500.00	
3rd and subsequent offence	\$681.82	\$68.18	\$750.00	
Conducting Commercial Operations without a permit	\$227.27	\$22.73	\$250.00	

**Key Charges**

Initial key issue to sports club			Free	
Additional or replacement for lost Key	\$100.00	\$10.00	\$110.00	

**Park Bonds**

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

Park damage bond - up to 2 fields	\$1,110.00	\$0.00	\$1,110.00	
Park damage bond - 3 or more fields	\$4,410.00	\$0.00	\$4,410.00	
Temporary park vehicle access	\$1,110.00	\$0.00	\$1,110.00	

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

Wedding Ceremony and Photography Permit - Includes Park Hire (2hr)	\$290.91	\$29.09	\$320.00	
Community Group Event < 50 people (per day)	\$172.73	\$17.27	\$190.00	
Community Group Event ≥ 50 people (per day)	Set by Council, dependent on the requirements of the event			
Cancellation fee	\$36.36	\$3.64	\$40.00	

**Filming and Photography on Council Property**

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

Application Fee	\$310.00	\$0.00	\$310.00	
Daily Rental Fee (Note – Major Projects, 20 or more staff/crew)	\$895.00	\$0.00	\$895.00	
Daily Rental Fee (Note – Minor Projects, less than 20 staff/crew)	\$275.00	\$0.00	\$275.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Filming and Photography on Council Property** [continued]

Filming and Photography Permit - < 10 crew (per day)	\$258.00	\$0.00	\$258.00	
Filming in Parks – < 5 crew (per day)	\$168.18	\$16.82	\$185.00	
Photography permit	\$80.00	\$8.00	\$88.00	
Public Liability	\$40.00	\$0.00	\$40.00	
Equipment Storage (per day)	\$90.91	\$9.09	\$100.00	

**Oatley Park Castle**

Venue hire weekend and public holidays - Includes Film and Photograph Permit	\$577.27	\$57.73	\$635.00	
Mid-week hire (excl public holidays) - Includes Film and Photography Permit	\$318.18	\$31.82	\$350.00	

**Community Keys**

Master Locksmith Access Key (MLAK)	\$28.18	\$2.82	\$31.00	
Seniors Centre Locker Key	\$40.00	\$4.00	\$44.00	

**Community Centres & Venues for Hire**

Late Key return (per Week)	\$28.18	\$2.82	\$31.00	
Key Deposit - Regular Hirers	\$52.00	\$0.00	\$52.00	

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

Monday to Friday (per hour)	\$31.82	\$3.18	\$35.00	
Weekends (per hour)	\$36.36	\$3.64	\$40.00	

**Regular Bookings**

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$27.27	\$2.73	\$30.00	
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**Carss Park Straw Bale Shed****Casual Bookings**

Monday to Friday (per hour)	\$13.64	\$1.36	\$15.00	
Weekends (Per hour)	\$18.18	\$1.82	\$20.00	
Weekends (per hour)	\$18.18	\$1.82	\$20.00	

**Regular Bookings**

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$9.09	\$0.91	\$10.00	
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**Hurstville Oval - Blackshaw Gould Community Pavilion Room****Casual Bookings**

Hurstville Oval - Booth Saunders Pavilion Room	\$63.64	\$6.36	\$70.00	
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Casual Bookings** [continued]

Monday to Friday (per hour)	\$59.09	\$5.91	\$65.00	
Weekends (per hour)	\$72.72	\$7.27	\$80.00	

**Regular Bookings**

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$50.00	\$5.00	\$55.00	
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**Hurstville Oval - Booth Saunders Pavilion Room****Casual Bookings**

Monday to Friday (per hour)	\$59.09	\$5.91	\$65.00	
Weekends (per hour)	\$72.73	\$7.27	\$80.00	

**Regular Bookings**

Monday to Friday (per hour)	\$50.00	\$5.00	\$55.00	
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**Hurstville Senior Citizens Centre****Casual Bookings**

Monday to Friday (per hour)	\$59.09	\$5.91	\$65.00	
Weekends (per hour)	\$72.73	\$7.27	\$80.00	

**Regular Bookings**

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$50.00	\$5.00	\$55.00	
Weekends (per hour)	\$63.64	\$6.36	\$70.00	

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

Monday to Friday (per hour)	\$59.09	\$5.91	\$65.00	
Weekends (per hour)	\$72.73	\$7.27	\$80.00	

**Regular Bookings**

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$50.00	\$5.00	\$55.00	
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**Kogarah School of Arts****Casual Bookings**

Monday to Friday (per hour)	\$54.55	\$5.45	\$60.00	
Weekends (per hour)	\$63.64	\$6.36	\$70.00	

**Regular Bookings**

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$46.36	\$4.64	\$51.00	
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Mortdale Community Centre

### Casual Bookings

Monday to Friday (per hour)	\$59.09	\$5.91	\$65.00	
Weekends (per hour)	\$72.73	\$7.27	\$80.00	

### Regular Bookings

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$50.00	\$5.00	\$55.00	
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## Oatley Community Hall

### Casual Bookings

Monday to Friday (per hour)	\$27.27	\$2.73	\$30.00	
Weekends (per hour)	\$31.82	\$3.18	\$35.00	

### 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)	\$22.73	\$2.27	\$25.00	
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## Oatley Community Hall - meeting rooms 1 & 2

### Regular Bookings

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$13.64	\$1.36	\$15.00	
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## PJ Ferry Reserve Community Hall

### Casual Bookings

Monday to Friday (per hour)	\$31.82	\$3.18	\$35.00	
Weekends (per hour)	\$36.36	\$3.64	\$40.00	

### Regular Bookings

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$27.27	\$2.73	\$30.00	
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## St George Community Centre

### Casual Bookings

Monday to Friday (per hour)	\$31.82	\$3.18	\$35.00	
Weekends (per hour)	\$36.36	\$3.64	\$40.00	

### Regular Bookings

- Regular Hirers are once per month in a 12 month period, or 3 bookings per week in a 3 month period

Monday to Friday (per hour)	\$27.27	\$2.73	\$30.00	
Sunday (per hour)	\$31.82	\$3.18	\$35.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Georges River Council Civic Centre

### Banksia Room

Monday to Friday (per hour)	\$16.36	\$1.64	\$18.00	
Weekends (per hour)	\$27.27	\$2.73	\$30.00	

### Dragon Room

Monday to Friday (per hour)	\$61.82	\$6.18	\$68.00	
Weekends (per hour)	\$90.91	\$9.09	\$100.00	

### River Room

Monday to Friday (per hour)	\$38.18	\$3.82	\$42.00	
Weekends (per hour)	\$63.64	\$6.36	\$70.00	

### Waratah Room

Monday to Friday (per hour)	\$32.73	\$3.27	\$36.00	
Weekends (per hour)	\$45.45	\$4.55	\$50.00	

## 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 for Hire

### Civic Theatre

Refreshment Bar items - Prices vary

Monday to Friday (per hour) - includes Technical Officer	\$136.36	\$13.64	\$150.00	
Weekends (per hour) - includes Technical Officer	\$163.64	\$16.36	\$180.00	

### Marana Auditorium

Refreshment Bar items - Prices vary

Monday to Friday (per hour, minimum 3 hours) - includes Technical Officer	\$263.64	\$26.36	\$290.00	
Weekends (per hour, minimum 3 hours) - includes Technical Officer	\$363.64	\$36.36	\$400.00	
Commercial Kitchen Hire (per hour, minimum 3 hours) - includes Technical Officer	\$145.45	\$14.55	\$160.00	
Marana Auditorium - Custom Floor Plan Configuration	\$163.64	\$16.36	\$180.00	
Marana Auditorium - Refreshment Bar			Free	

## Marana Auditorium and Civic Theatre - Package 1

Fees include Technical Officer for Marana Auditorium.

Monday to Friday (per hour, minimum 3 hours)	\$390.91	\$39.09	\$430.00	
Weekends (per hour, minimum 3 hours)	\$518.18	\$51.82	\$570.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Marana Auditorium and Civic Theatre - Package 1 [continued]

Additional audio visual equipment	Price on request			
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### Marana Auditorium and Hurstville Senior Citizens Centre - Package 2

Fees include Technical Officer for Marana Auditorium.

Monday to Friday (per hour, minimum 3 hours)	\$304.55	\$30.45	\$335.00	
Weekends (per hour, minimum 3 hours)	\$413.64	\$41.36	\$455.00	

### Marana Auditorium, Civic Theatre and Hurstville Senior Citizens Centre - Package 3

Fees include Technical Officer for Marana Auditorium.

Monday to Friday (per hour, minimum 3 hours)	\$463.64	\$46.36	\$510.00	
Weekends (per hour, minimum 3 hours)	\$590.91	\$59.09	\$650.00	

### Public Holiday surcharge

Surcharge for venue hire bookings on a Public Holiday	<p>* 25% Public holiday surcharge on top of the hourly rate (Community Centres and Halls for Hire)</p> <p>* 15% Public holiday surcharge on top of the hourly rate (Marana Auditorium and Civic Theatre performance venues)</p>			
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### Additional charges

Moving Lighting Package: 6 x Moving Lights	\$990.91	\$99.09	\$1,090.00	
Technical Officer (per hour, minimum 4 hours plus overtime and penalty rates if applicable)	\$64.55	\$6.45	\$71.00	
Venue Services Officer (per hour, minimum 4 hours plus overtime and penalty rates if applicable)	\$64.55	\$6.45	\$71.00	
Breach of terms and conditions (per breach)	\$136.36	\$13.64	\$150.00	
Data projector (all other venues)	\$70.91	\$7.09	\$78.00	
All other staging and equipment	Price on request			
Piano Hire or Removal (includes tuning)	\$268.18	\$26.82	\$295.00	
Security guard (per hour - minimum 4 hours plus overtime and penalty rates if applicable)	\$67.27	\$6.73	\$74.00	
Moving Lighting Package: 2 x Moving Lights	\$318.18	\$31.82	\$350.00	
Catering	Drinks and catering packages available upon request			
Cleaning in excess of normal cleaning after a function (per hour, minimum 2 hours)	\$131.82	\$13.18	\$145.00	

### Staging and Equipment

Fly Person - Marana Auditorium (per hour - Minimum 4 Hours)	\$64.55	\$6.45	\$71.00	
Flipchart/whiteboard (charge per item)	\$22.73	\$2.27	\$25.00	
Drapes (1 set, maximum 4 sets) per set	\$70.00	\$7.00	\$77.00	
Projector screen	\$43.64	\$4.36	\$48.00	
Small Portable PA System (subject to availability, including 1x corded microphone)	\$80.91	\$8.09	\$89.00	
Tablecloths (per item)	\$13.64	\$1.36	\$15.00	
Portable urn (per day)	\$42.73	\$4.27	\$47.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Staging and Equipment [continued]

Additional corded microphones Shure SM58 or SM57 (per day)	\$26.36	\$2.64	\$29.00	
Additional wireless handheld microphone (per item)	\$95.45	\$9.55	\$105.00	
Additional wireless headset microphone (per item)	\$95.45	\$9.55	\$105.00	
Additional wireless lapel microphone (per item)	\$95.45	\$9.55	\$105.00	
Choir microphone (set of 3)	\$136.36	\$13.64	\$150.00	
Condenser Microphones Set of 2	\$88.18	\$8.82	\$97.00	
Haze machine	\$122.73	\$12.27	\$135.00	
Equipment storage fee (per day or part thereof)	\$60.91	\$6.09	\$67.00	
Temporary vinyl dance floor hire for Marana Auditorium – first day of hire	\$240.91	\$24.09	\$265.00	
Temporary vinyl dance floor hire for Marana Auditorium – subsequent days	\$136.36	\$13.64	\$150.00	
Temporary vinyl dance floor labour – install and removal (flat rate covers installation and removal)	\$290.91	\$29.09	\$320.00	
Front of House Mix Recording (client to provide portable Hard Drive)	\$131.82	\$13.18	\$145.00	
Multitrack recording (client to provide portable Hard Drive)	\$295.45	\$29.55	\$325.00	

### Use of Public Spaces

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

#### 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	\$186.36	\$18.64	\$205.00	
Application discounted fee for Local Businesses within LGA	\$136.36	\$13.64	\$150.00	
Application discounted fee for Non-Profit and Community Groups within LGA	\$89.09	\$8.91	\$98.00	
Rental/Use of Space (maximum fee payable per event per day)	\$1,618.18	\$161.82	\$1,780.00	
Street Stall Fee (per day)	\$109.09	\$10.91	\$120.00	
Street Stall discounted fee for Non-Profit and Community Groups within LGA (per day)	\$51.82	\$5.18	\$57.00	

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

Per hour (minimum two hours)	\$113.64	\$11.36	\$125.00	
Per day	\$445.45	\$44.55	\$490.00	

### 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 are considered separately under Event Management

Daily Rental Fee (Commercial)	\$772.73	\$77.27	\$850.00	
Daily Rental Fee (Non-Profit and Community Organisations)	\$518.18	\$51.82	\$570.00	
Toilet Cleaning Fee	\$445.45	\$44.55	\$490.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Independent Festivals or Events in Parks and Town Centres [continued]

Electricity and Water Fee	\$177.27	\$17.73	\$195.00	
Waste Removal			Price on request	

### Event Management

Event Application Fee (Non - refundable)	\$54.55	\$5.45	\$60.00	
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### Street stall fee at Council events

Site Fee only (3m x 3m) for large corporations and financial institutions	\$2,272.73	\$227.27	\$2,500.00	
Site Fee only (3m x 3m)	\$245.46	\$24.55	\$270.00	
Site Fee only (6m x 3m)	\$472.73	\$47.27	\$520.00	
Site fee discounted for Small Local Businesses within LGA	\$181.82	\$18.18	\$200.00	
Site fee discounted for Non-Profit and Community Groups within LGA	\$122.73	\$12.27	\$135.00	

### Extra Event Management Provisions

Power (per 10amps, available on request)	\$122.73	\$12.27	\$135.00	
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### Events, programs, performances, shows, cinemas and activities

Street Performance/Busking Permit - (per week)	\$18.00	\$0.00	\$18.00	
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, programs, performances, shows, cinemas and activities \$0.00 - \$100.00 (ex. GST)			

### Advertising and Promotional Banners

In order to utilise Council infrastructure, entities will be required to produce their own public liability insurance as part of the application process

Charges are per day (unless stated otherwise), or at Council's discretion

Application	\$131.82	\$13.18	\$145.00	
Any flagpole/Banner Poles – Users From LGA	\$10.60	\$0.00	\$10.60	
Flagpole/Banner Pole Todd Park (Princes Hwy)	\$14.80	\$0.00	\$14.80	
Banner Pole (Cox Reserve Carwar Ave/Princes Hwy)	\$14.80	\$0.00	\$14.80	
Banner Pole (Claydon Reserve)	\$14.80	\$0.00	\$14.80	
Banner Pole (Arrowsmith Reserve)	\$14.80	\$0.00	\$14.80	
Corporate Users (at Council's discretion)	\$19.60	\$0.00	\$19.60	
Rental/Use of Space (maximum fee payable per day)	\$627.27	\$62.73	\$690.00	
Hiring Fee per Promotional Banner (per week)	\$90.50	\$0.00	\$90.50	
Banner Design and Manufacture			At Cost	
Installation Fee (per banner)	\$51.00	\$0.00	\$51.00	
Dismantling Fee (per banner)	\$51.00	\$0.00	\$51.00	



Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Georges River Libraries

### Lost and damaged items

Replacement library card (per card)	\$7.00	\$0.00	\$7.00	
Lost or damaged collection items	Replacement cost of item			
Processing fee for lost or damaged collection items (per item)	\$22.00	\$0.00	\$22.00	
Cleaning fee for collection items returned dirty (per item)	\$22.00	\$0.00	\$22.00	
Replacement fee for damaged packaging (per item)	\$13.50	\$0.00	\$13.50	

### Inter-library loans

Item loaned from another public library in Sydney (per item)	\$6.82	\$0.68	\$7.50	
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			
Processing fee for lost or damaged inter-library loan items (per item)	\$22.00	\$0.00	\$22.00	

### Research fee

Research Fee (per hour, first half hour free)	\$131.82	\$13.18	\$145.00	
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### Reproduction of photographs

Service fee for reproduction of photographs (per order)	\$31.82	\$3.18	\$35.00	
Photograph Licence Fee (per image)	\$24.09	\$2.41	\$26.50	

### Library delivery or collection fee

Delivery or collection fee (more than 20 items or up to 5 bulky items)	\$32.50	\$0.00	\$32.50	
Delivery or collection fee (up to 20 items)	\$22.00	\$0.00	\$22.00	

### Photocopying, printing and scanning

#### Services performed at Library

A4 black and white (per page)	\$0.36	\$0.04	\$0.40	
A3 black and white (per page)	\$0.64	\$0.06	\$0.70	
A4 colour (per page)	\$0.73	\$0.07	\$0.80	
A3 colour (per page)	\$1.27	\$0.13	\$1.40	
A4 colour scan (per page)	\$0.09	\$0.01	\$0.10	

### Items for sale

USB flash drive (16GB)	\$5.91	\$0.59	\$6.50	
Library book sale items	Price marked on item			

### Library programs, events, classes and workshops

Library outreach programs delivered off site (per hour)	\$74.09	\$7.41	\$81.50	
Special Events	Varies depending on cost			
Basic	\$7.73	\$0.77	\$8.50	
Intermediate	\$11.36	\$1.14	\$12.50	
Advanced	\$25.00	\$2.50	\$27.50	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Library programs, events, classes and workshops [continued]

Custom made programs (per hour)	\$74.09	\$7.41	\$81.50	
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### Hire fee for library rooms

Clive James Library Kogarah Activities Room (per hour)	\$25.91	\$2.59	\$28.50	
Hurstville Library Miles Franklin Meeting Room (per hour)	\$25.91	\$2.59	\$28.50	
Oatley Library Hall (per hour)	\$25.91	\$2.59	\$28.50	
South Hurstville Meeting Room (per hour)	\$19.55	\$1.95	\$21.50	
Hurstville Library Grevillea Room (per hour)	\$7.73	\$0.77	\$8.50	
Audio visual equipment including laptop, projector (per hour)	\$15.45	\$1.55	\$17.00	

### Hurstville Library Media Lab and Sound Booth

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)	\$509.09	\$50.91	\$560.00	
Hire of Media Lab (commercial use half-day rate - 4 hours)	\$254.55	\$25.45	\$280.00	
Hire of Media Lab (commercial use per hour)	\$81.82	\$8.18	\$90.00	
Hire of Media Lab (non-commercial use full-day rate - 8 hours)	\$172.73	\$17.27	\$190.00	
Hire of Media Lab (non-commercial use half-day rate - 4 hours)	\$84.55	\$8.45	\$93.00	
Hire of Media Lab (non-commercial use per hour)	\$27.27	\$2.73	\$30.00	
Hire of Media Lab or Sound Booth equipment pack for commercial use in-house (per pack, per hour)	\$27.27	\$2.73	\$30.00	
Hire of Media Lab or Sound Booth equipment pack for non-commercial use in-house (per pack, per hour)	\$9.09	\$0.91	\$10.00	
Hire of Sound Booth (commercial use full-day rate - 8 hours)	\$254.55	\$25.45	\$280.00	
Hire of Sound Booth (commercial use half-day rate - 4 hours)	\$127.27	\$12.73	\$140.00	
Hire of Sound Booth (commercial use per hour)	\$40.91	\$4.09	\$45.00	
Hire of Sound Booth (non-commercial use full-day rate - 8 hours)	\$84.55	\$8.45	\$93.00	
Hire of Sound Booth (non-commercial use half-day rate - 4 hours)	\$42.14	\$4.21	\$46.35	
Hire of Sound Booth (non-commercial use per hour)	\$13.64	\$1.36	\$15.00	

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

Audio visual equipment including laptop, projector, PA, microphone (per hour)	\$16.00	\$1.60	\$17.60	
Hire of Clive James Library Kogarah Exhibition Space (per hour)	\$79.09	\$7.91	\$87.00	
Hire of Hurstville Library Exhibition Space (per hour)	\$79.09	\$7.91	\$87.00	
After hours function including two council staff (per hour)	\$131.82	\$13.18	\$145.00	
Cancellation fee	\$49.55	\$4.95	\$54.50	
Hire of kitchen at Clive James Library Kogarah (per hour)	\$27.27	\$2.73	\$30.00	

### Hurstville Museum & Gallery

Easel hire (per easel)	\$9.36	\$0.94	\$10.30	
Museum on the Move – travelling education kits (per kit)	\$61.82	\$6.18	\$68.00	
Reminiscing Therapy kits (per kit)	\$61.82	\$6.18	\$68.00	
Commission on sale of artworks	20% of sale price			

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Hurstville Museum & Gallery [continued]

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)	\$131.82	\$13.18	\$145.00	

## Community Programs Events, Classes & Workshops - Museum & Gallery

Special events		Varies depending on cost			
Basic	\$7.73	\$0.77	\$8.50		
Intermediate	\$11.36	\$1.14	\$12.50		
Advanced	\$25.00	\$2.50	\$27.50		
Custom made programs (per hour)	\$74.09	\$7.41	\$81.50		

## Georges River Art Prize

Hardware for hanging frames - D rings	\$1.91	\$0.19	\$2.10		
Entry fee for people aged 18 years and over (per artwork)	\$45.45	\$4.55	\$50.00		
Entry fee for people aged under 18 years (per artwork)	\$18.18	\$1.82	\$20.00		

## Hiring fee for exhibition venues for functions or programs

Hire of Main Gallery (per hour)	\$79.09	\$7.91	\$87.00		
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## Dragon's Lair Gallery

Frame Hire (per frame)	\$5.00	\$0.50	\$5.50		
Frame repair or replacement	\$236.36	\$23.64	\$260.00		
Exhibition of artwork - commercial rate if selling artwork (per week)	\$69.09	\$6.91	\$76.00		
Exhibition of artwork - non-commercial rate if not selling artwork (per week)	\$39.55	\$3.95	\$43.50		

## Hire of Beverly Hills Creative Studio

Cleaning fee	\$140.91	\$14.09	\$155.00		
Single day hire of Beverly Hills Creative Studio (commercial use, weekday rate)	\$54.55	\$5.45	\$60.00		
Single day hire of Beverly Hills Creative Studio (commercial use, weekend rate)	\$72.73	\$7.27	\$80.00		

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Hire of Beverly Hills Creative Studio** [continued]

Single day hire of Beverly Hills Creative Studio (non-commercial use, weekday rate)	\$27.27	\$2.73	\$30.00	
Single day hire of Beverly Hills Creative Studio (non-commercial use, weekend rate)	\$36.36	\$3.64	\$40.00	

**Travelling exhibitions**

Travelling exhibition - delivery or freight costs			At cost	
Travelling exhibition - three month loan of exhibition materials	\$2,345.45	\$234.55	\$2,580.00	
Travelling exhibition - travel expenses of staff for installation			At cost	

**Child Care Fees**

CCL033A-24- Previous Ocean Street Kindergarten families	\$121.00	\$0.00	\$121.00	
Oatley West Early Learning Centre – from 1 July 2025	\$148.00	\$0.00	\$148.00	
Carss Park Narani Long Day Care – from 1 July 2025	\$139.50	\$0.00	\$139.50	
Penshurst Long Day Care – from 1 July 2025	\$139.50	\$0.00	\$139.50	
Jack High Long Day Care – from 1 July 2025	\$139.50	\$0.00	\$139.50	
South Hurstville Kindergarten - From 1 July 2025 (not declaring Start Strong Fee Relief)	\$57.00	\$0.00	\$57.00	
South Hurstville Kindergarten Equity Fee	\$20.00	\$0.00	\$20.00	
South Hurstville Kindergarten -2 Day Enrolment (with signed Start Strong Fee Relief Declaration Form nominating SHK) - per week	\$11.10	\$0.00	\$11.10	
This is subject to change based on Start Strong funding allocations 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	\$68.10	\$0.00	\$68.10	
This is subject to change based on Start Strong funding allocations 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	\$0.00	\$10.00	

**Child Care - Other Charges**

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

Excursion fee (per child)	\$25.00	\$0.00	\$25.00	
South Hurstville Kindergarten - Event program fee (per term)	\$20.00	\$0.00	\$20.00	
Childcare Waiting List Registration Fee (non-refundable)	\$30.91	\$3.09	\$34.00	
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)			
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	\$0.00	\$30.00	
Direct Debit Dishonour Fee (charged per family per transaction)	\$30.00	\$0.00	\$30.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

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

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	\$18.18	\$1.82	\$20.00	
Wet Bags	\$9.09	\$0.91	\$10.00	

**Policy, planning or other documents**

Not for Profit Community Groups (each)	\$42.50	\$0.00	\$42.50	
Other (each)	\$70.00	\$0.00	\$70.00	

**Corporate****Map Production****Council Plans**

First Hour (minimum 1 Hour)	\$145.00	\$0.00	\$145.00	
Per 30 Minutes or part thereof after first hour	\$37.50	\$0.00	\$37.50	

**Electronic Media Output**

USB or Digital Image	\$27.50	\$0.00	\$27.50	
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**Legal Proceedings****Reimbursement of Staff in Private Court Actions**

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

**Costs in Legal Proceedings**

In-House General Counsel (per hour)	\$425.00	\$0.00	\$425.00	
In-House Senior Solicitor (per hour)	\$350.00	\$0.00	\$350.00	
In-House Solicitor (per hour)	\$275.00	\$0.00	\$275.00	
In-House Internal Paralegal/Legal Officer (per hour)	\$200.00	\$0.00	\$200.00	
In-House Legal Administrative/Support Officer (per hour)	\$85.00	\$0.00	\$85.00	
Council Officer/ Internal Expert (per hour)	\$350.00	\$0.00	\$350.00	
External Legal Fees (as incurred)	As incurred			
External Expert (as incurred)	As incurred			

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

## Subpoenas

Conduct Money – deposit payable on application	\$42.50	\$0.00	\$42.50	
First Hour or part thereof	\$43.50	\$0.00	\$43.50	
Per hour or part thereof after First Hour	\$43.50	\$0.00	\$43.50	
Cost of Council Officer to attend as Witness and for Court Appearances (per person and per hour) including travelling time	\$220.00	\$0.00	\$220.00	

## Council Documents

Minutes/Agendas Mailing List (per year)	\$795.00	\$0.00	\$795.00	
Audio tape/CD of meetings (per tape / CD per meeting)	\$3.10	\$0.00	\$3.10	

## 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.	

## 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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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Accrual of Interest on Rates & Charges

Interest rate	The maximum rate set by the Minister for Local Government, calculated on a daily basis			Local Government Act 1993   Section 197 and 678
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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)	\$65.00	\$0.00	\$65.00	
Rates Enquiry Search	\$150.00	\$0.00	\$150.00	
Rates Notice Amended (per notice)	\$41.50	\$0.00	\$41.50	
Rate Notice Re-print (prior years, per notice)	\$41.50	\$0.00	\$41.50	
Section 603 Certificate	\$100.00	\$0.00	\$100.00	
Section 603 Certificate – urgency fee	\$81.50	\$0.00	\$81.50	
Section 603 Certificate Copy/Reissue (where certificate has been issued more than 30 days prior)	\$48.50	\$0.00	\$48.50	
Section 603 Certificate Cancellation Fee (if not already issued)	\$48.50	\$0.00	\$48.50	
Aggregation Of Land Values For Rating Purposes - Per Title	\$320.00	\$0.00	\$320.00	
Rates Balance Confirmation Letter	\$65.00	\$0.00	\$65.00	
Refund Application Fee (excludes pensioners)	\$48.50	\$0.00	\$48.50	
Itemised Statement of Rate Account (per property / per financial year)	\$65.00	\$0.00	\$65.00	
Urgency Fee -Rates Confirmation Letters And Itemised Statements – 72 Hour Response	\$81.50	\$0.00	\$81.50	
Rates Payment Processing - Over 10 rates accounts (per rates account)	\$4.90	\$0.00	\$4.90	

### Unpaid Sundry Debtor Accounts

Reminder Notice Fee for unpaid accounts	\$13.64	\$1.36	\$15.00	
Interest charges for unpaid accounts	The rate set by the Minister for Local Government, calculated on a daily basis			Local Government Act 1993   Section 197 and 678

### Dishonoured Cheque

Fee	\$87.00	\$0.00	\$87.00	
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### Dishonoured Direct Debit

Fee (Waived for first occurrence and pensioner accounts)	\$59.00	\$0.00	\$59.00	
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### Information Research Fee

Fee	\$76.00	\$0.00	\$76.00	
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Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

### Stormwater Management Service Charge

Residential (per rateable property)	\$25.00	\$0.00	\$25.00	Local Government Act 1993   Section 68
Residential Strata (per rateable property)	\$12.50	\$0.00	\$12.50	Local Government Act 1993   Section 68
Business – Non Strata	\$25.00 per 350 square metres of land area, or part thereof to a maximum of \$1,500 per rateable property			Local Government Act 1993   Section 68
Business – Strata Lot	\$5.00	\$0.00	\$5.00	Local Government Act 1993   Section 68
\$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/Licences/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)	\$395.45	\$39.55	\$435.00	
Reimbursement to Council for incurred legal costs	As determined by Council's Solicitor (capped at \$6,000)			
Valuation Fee	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant			
Survey Fee	As determined by Council's Surveyor			
Minimum Annual Rent Ground Lease / Community Building	\$636.37	\$63.64	\$700.00	

### Leases/Licences/Easements of Council Property and Statutory Property Matters Including Formal Road Closures

#### New Agreements

Commercial Agreements	Incurred cost or at market value as determined by registered valuer or property consultant			
Administration Fee	\$390.91	\$39.09	\$430.00	
Reimbursement of Council's Legal Fees	Incurred cost or at market value as determined by solicitor or property consultant			
Valuation Fee	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant			
Survey Fee	Incurred cost or at market value as determined by registered surveyor or property consultant			
Owners Consent	\$100.00	\$0.00	\$100.00	

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**New Agreements** [continued]

Road closures (permanent) fees as determined by relevant authority and statutory provisions – at cost

Incurred statutory costs and at Market Value - As determined by registered valuer, surveyor, solicitor or Council Property Consultant.

**Renewals (including Options) or Assignments**

Administration Fee

\$195.45

\$19.55

\$215.00

Reimbursement to Council for incurred legal costs

As determined by Council's solicitor or property consultant

Valuation Fee

Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant

Survey Fee

Incurred cost or at Market Value- As determined by registered surveyor or Council property consultant

**Ground Anchors affecting Council Land**

Fee to Install Ground Anchor - per anchor

\$2,300.00

\$0.00

\$2,300.00

Permit to install Ground Anchors on Council Land – Administration and Assessment Fee

\$435.00

\$0.00

\$435.00

**Keys - Leases/Licences**

First set

Replacement &amp; Additional set/s (per additional key)

\$100.00

\$10.00

\$110.00

**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

\$2.18

\$0.22

\$2.40

1 - 2 hours

\$4.00

\$0.40

\$4.40

2 - 3 hours

\$6.00

\$0.60

\$6.60

3 - 4 hours

\$9.45

\$0.95

\$10.40

4 + hours ( Max Daily)

\$25.45

\$2.55

\$28.00

LOST TICKET

\$25.45

\$2.55

\$28.00

Overnight Flat Rate

\$13.64

\$1.36

\$15.00

From midnight

**Access Controlled Parking – Greenbank Street**

0 – ½ hour

Free

½ hour - 1 hour

\$2.18

\$0.22

\$2.40

1 - 2 hours

\$4.00

\$0.40

\$4.40

2 - 3 hours

\$6.00

\$0.60

\$6.60

3 - 4 hours

\$9.45

\$0.95

\$10.40

4 + hours ( Max Daily)

\$15.09

\$1.51

\$16.60

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Access Controlled Parking – Greenbank Street** [continued]

LOST TICKET	\$25.45	\$2.55	\$28.00	
Overnight Flat Rate	\$13.64	\$1.36	\$15.00	
From midnight				
Permanent Parking ( per week)	\$65.45	\$6.55	\$72.00	

**Access Controlled Parking – The Avenue**

Early Bird Special (entering between 7:30 am and 9am, exiting between 3:30pm and 7:30pm)	\$5.45	\$0.55	\$6.00	
0 – ½ hour			Free	
½ hour - 1 hour	\$2.18	\$0.22	\$2.40	
1 - 2 hours	\$4.00	\$0.40	\$4.40	
2 - 3 hours	\$6.00	\$0.60	\$6.60	
3 - 4 hours	\$9.45	\$0.95	\$10.40	
4 + hours ( Max Daily)	\$23.64	\$2.36	\$26.00	
Overnight Flat Rate	\$13.64	\$1.36	\$15.00	
From midnight				
LOST TICKET	\$25.45	\$2.55	\$28.00	

**Access Controlled Parking – Empress Lane**

Early Bird Special (entering between 7:30 am and 9am, exiting between 3:30pm and 7:30pm)	\$7.45	\$0.75	\$8.20	
0 – ½ hour			Free	
½ hour - 1 hour	\$2.18	\$0.22	\$2.40	
1 - 2 hours	\$4.00	\$0.40	\$4.40	
2 - 3 hours	\$6.00	\$0.60	\$6.60	
3 - 4 hours	\$7.45	\$0.75	\$8.20	
4 + hours ( Max Daily)	\$11.27	\$1.13	\$12.40	
Overnight Flat Rate	\$9.09	\$0.91	\$10.00	
Permanent Parking ( per week)	\$47.27	\$4.73	\$52.00	

**Metered Parking - Treacy Street**

Monday to Friday 7:30am to 9pm

Saturday 8am to 4pm

Fees do not apply on Sundays and gazetted public holidays.

0 - 1 Hour	\$0.91	\$0.09	\$1.00	
1 - 2 Hours	\$3.09	\$0.31	\$3.40	
2 - 3 hours	\$4.91	\$0.49	\$5.40	
3 - 4 hours	\$6.91	\$0.69	\$7.60	
4 - 5 hours	\$8.73	\$0.87	\$9.60	
All Day	\$10.91	\$1.09	\$12.00	
Permanent Parking ( per week) - Please contact Strategic Property	\$43.64	\$4.36	\$48.00	

**Metered Parking - Gloucester Road**

Monday to Friday 7:30am to 9pm

Saturday 8am to 4pm

Fees do not apply on Sundays and gazetted public holidays.

Name	Year 25/26			Leg
	Fee (excl. GST)	GST	Fee (incl. GST)	

**Metered Parking - Gloucester Road** [continued]

0 - 1 Hour	\$0.91	\$0.09	\$1.00	
1 - 2 Hours	\$3.09	\$0.31	\$3.40	
2 - 3 hours	\$4.91	\$0.49	\$5.40	
3 - 4 hours	\$6.91	\$0.69	\$7.60	
4 - 5 hours	\$8.73	\$0.87	\$9.60	
All Day	\$10.91	\$1.09	\$12.00	
Permanent Parking ( per week) - Please contact Strategic Property	\$43.64	\$4.36	\$48.00	

**Metered Parking - Patrick/MacMahon St. Car Park**

Monday to Friday 7:30am to 9pm

Saturday 8am to 4pm

Fees do not apply on Sundays and gazetted public holidays.

0 - 1 Hour	\$0.91	\$0.09	\$1.00	
1 - 2 Hours	\$3.09	\$0.31	\$3.40	
2 - 3 hours	\$4.91	\$0.49	\$5.40	
3 - 4 hours	\$6.91	\$0.69	\$7.60	
4 - 5 hours	\$8.73	\$0.87	\$9.60	
All Day	\$10.91	\$1.09	\$12.00	
Permanent Parking ( per week) - Please contact Strategic Property	\$43.64	\$4.36	\$48.00	

**Replacement card - Permanent Parking Permit**

Fee	\$33.18	\$3.32	\$36.50	
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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)	\$213.64	\$21.36	\$235.00	
Commercial Car Parks – Kogarah Town Square, Greenbank Street, The Avenue and Empress Lane (per opening)	\$127.27	\$12.73	\$140.00	

**Parking Permit**

Community organisation / support worker Parking Permit	\$0.00	\$0.00	\$0.00	
1st Resident Parking Permit	\$26.00	\$0.00	\$26.00	
2nd Resident Parking Permit	\$26.00	\$0.00	\$26.00	
1st Visitor Parking Permit	\$37.00	\$0.00	\$37.00	
2nd Visitor Parking Permit	\$58.00	\$0.00	\$58.00	
Replacement Fee Cost	at the cost of original permit			
at the cost of original permit				

**Community Group - Directional Sign**

Fee	\$263.64	\$26.36	\$290.00	
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# Resourcing Strategy 2025-2026

Our People Plan  
Digital Resource Plan  
Asset Management Plan  
Long Term Financial Plan





**ADMINISTRATION**

<b>Approved by</b>	Council Meeting Council Resolution
<b>Exhibition Period</b>	Public Exhibition
<b>Document Identifier</b>	D25/194136

**VERSION CONTROL AND CHANGE HISTORY**

<b>Version</b>	<b>Amendment Details</b>	<b>Document Owner</b>	<b>Period Active</b>
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
4.0	2025/26 Resourcing Strategy	Corporate Planning & Performance Specialist	July 2025 – June 2026

# Acknowledgement of Traditional Owners

Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area.

Council recognises Aboriginal and Torres Strait Islander peoples as an integral part of the Georges River community and values their social and cultural contributions.

We pay our respect to their Elders past and present and extend that respect to all  
Aboriginal and Torres Strait Islander peoples who live work and meet on these lands.



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DRAFT

# Our Vision

A connected community that prioritises diversity, sustainability and green spaces.

## Our Mission

A leading, people-focused organisation delivering 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



## 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 2025-2035 (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 2024/25

The Community Strategic Plan 2025-2035 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 first 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 2025/26, consistent with the Delivery Program.



Georges River



## Our 5 Pillars



### 1. Our community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.



### 2. Our green environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.



### 3. Our economy

We create a strong, vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.



### 4. Our built environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.



### 5. Our governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

## Resourcing Strategy

### Our People Plan

Our People Plan, previously 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 Plan

The Digital Resource 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 (LTFP)

The LTFP of Council presents a financial projection of the longer-term outlook of its operations, that 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



# Our People Plan

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## Introduction

### What is the Our People Plan?

Our People Plan 2025–2029 reaffirms our commitment to leading contemporary people practices that build the capacity and capability needed to deliver positive outcomes for both our organisation and community now and into the future.

The Plan outlines clear objectives and strategies centred on employee experience, engagement, and excellence. It is designed to foster a workforce that is inspired, inclusive, and actively involved, positioning Georges River Council as an employer of choice within the local government sector.

Developed through extensive consultation with our people, people leaders, unions, and key industry stakeholders, as well as a thorough analysis of our workforce demographics and emerging challenges, our Plan aligns with key strategic pillars that will guide our efforts to build a resilient, future-ready workforce.





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, global trends, and community priorities.

### **Emerging Global People and Culture Trends**

Global trends in workforce and organisational development are significantly influencing how councils attract talent, develop capabilities, and build resilient, future-ready teams. These trends are shaping the strategic priorities for People & Culture in the local government sector:

- **Employee experience and retention:** Globally, purpose and culture are driving retention more than ever. Councils must enhance the employee experience through meaningful engagement, clear progression pathways, and inclusive, purpose-driven work environments.
- **Flexible and hybrid work models:** Organisations are embedding flexibility as a permanent feature of workforce design. Creating inclusive, hybrid work environments that support wellbeing, productivity, and access to opportunity are a core function.
- **Digital skills and workforce transformation:** The acceleration of digital technologies and AI is driving demand for new skills. Councils must proactively upskill staff in areas like digital literacy, data analytics, and agile thinking to future-proof service delivery.
- **Human-centred leadership:** There is a global shift toward empathetic, values-driven leadership that fosters psychological safety and team cohesion. Local governments must invest in leadership development that supports ethical decision-making, emotional intelligence, and adaptive capability.
- **Continuous learning and capability growth:** With the pace of change, lifelong learning is essential. Forward-thinking councils are adopting on-demand learning platforms, and workforce development plans aligned with strategic goals.
- **Workforce analytics and evidence-based planning:** Data-informed HR practices are emerging as best practice globally. Councils that harness workforce data can better anticipate capability gaps, workforce risks, and inform strategic workforce planning.

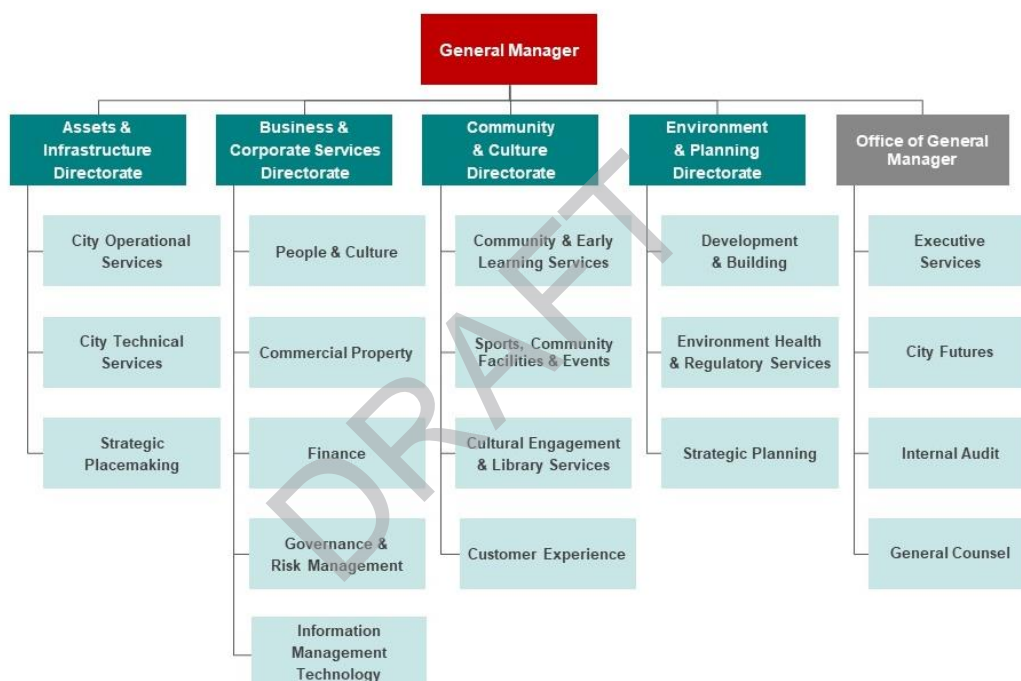


## Who are Our People?

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.



## Overview of our Directorates and Business Units



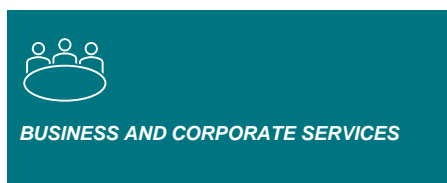
Executive Services  
City Futures  
General Counsel  
Internal Audit

*The Office of the General Manager provides strategic leadership and support, ensuring effective governance, legal oversight, strategic positioning, and continuous improvement across Council.*



City Operational Services  
City Technical Services  
Strategic Placemaking

*Our Assets and Infrastructure Directorate is responsible for leading, planning, delivering, and maintaining assets, and infrastructure within the Georges River area.*



Information Management Technology  
Finance  
People and Culture  
Governance and Corporate Risk  
Commercial Property

*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.*



Community and Early Learning Services  
Cultural Engagement and Library Services  
Sports, Community Facilities and Events  
Customer Experience

*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.*



Environment, Health, and Regulatory Services  
Development and Building  
Strategic 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.*

## 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 **730** staff with a current FTE of **573**



Our workforce is a mix of local and non-local employees with **32%** of staff living within our Local Government Area and **40%** travelling 10km or less to their workplace. Over half drive (either in a Council or private vehicle) and less than **20%** take public transport or walk to work.



Approximately **15%** 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 (**44%**) of the full-time workforce and account for more roles at the level of 'Worker' (**87%** for women and **65%** for men). **91%** of part time workers and **82%** of casual workers are women. Even when taking into consideration employment status and hours of work, Council's Gender Wage Gap is **9.40%**. This is lower than the WGEA reported national average of **21.7%**.



We face the challenges of an ageing workforce with **27%** of employees aged 55 or over. Generation X (those born between 1965 and 1980) make up **40%** of staff, with Millennials (1980 to 1995) making up **35%**, followed by Baby Boomers (1946 to 1964) and Generation Z (born after 1995) making up **15%** and **11%** respectively.

Data available as at 10 March 2025

Category	Subcategory	Count	Percentage %
Establishment	Current FTE (excluding casuals)	573	-
	Head Count (excluding casuals)	618	-
Employees by status	Permanent	573	78.0%
	Temporary	44	6.0%
	Casual Staff	114	16.0%
Gender	Male Workforce	314	43.00%
	Female Workforce	417	57.00%
	Males in Management	55	50.0%
	Females in Management	55	50.0%
Age	17-25	31	7.14%
	26-35	146	19.68%
	36-45	177	24.12%
	46-55	187	25.61%
	56-65	151	19.95%
	66-75	24	3.10%
	75+	3	0.40%
Distance travelled to work  (From Staff Engagement Survey 2024: 425 responses)	Less than 5km distance	79	18.59%
	6km to 10km distance	95	22.35%
	11km to 15km distance	75	17.65%
	16km to 20km distance	40	9.41%
	21km + distance	80	18.82%
	Did not specify	56	13.18%

Category	Subcategory	Count	Percentage %
Turnover	Annualised Turnover	-	15%
Length of service*	Less than 5 years	433	59.23%
	5 to 9 years	130	17.78%
	10 to 14 years	53	7.25%
	15 to 19 years	55	7.52%
	20 + years	60	8.21%
Diversity and inclusion	% of staff with a disability	2	0.3%
	% Aboriginal or Torres Strait Islander	7	0.96%
	% Language other than English at home	82	11.22%
	% Culturally diverse	114	15.60%

### Consultants, Contractors, and Labour Hire

Engagement of consultants, contractors, and labour hire staff is reviewed on an annual basis. These engagements play a role in addressing resourcing needs, providing flexibility and specialised skills. With strategic utilisation of consultants, contractors, and labour hire staff, we can more effectively manage workforce fluctuations and enhance agility across our organisation.

We leverage these types of engagements:

- For immediate and short-term vacancies – engaged to fill vacancies that arise unexpectedly, ensuring continuity of operations while permanent recruitment processes are pending. This approach minimises disruptions and maintains productivity levels.
- To address capability/skills gaps – when a specific capability or skills gap is identified, these external resources can be brought in to address this gap on an immediate and short-term basis. This ensures that critical projects and tasks are not delayed.
- Where there is a time-limited need for additional resources or specialised knowledge – engaging consultants, contractors, and labour hire staff allows us to meet these needs without long-term commitment, an approach which is particularly beneficial for projects with defined timelines or for accessing niche expertise that is not required on an ongoing basis.

Consultants, contractors, and labour hire staff are not engaged on a permanent basis in work functions ordinarily filled by permanent Council employees.

Achievements under the 2022-2025 People Plan

This section highlights the tangible impact of our 2022-2025 People Plan by outlining key achievements under each strategic pillar. It also emphasises the ongoing evolution of our people strategy, drawing strength from the work accomplished during the 2022-2025 cycle.

Purpose	Connection	Inclusion	Support	Growth
<p><b>Improved Staff Engagement:</b> Staff engagement survey results in 2024 showed a significant 9% increase in positive sentiment around performance feedback. There was also a 4% increase in belief in the Council's values and purpose since 2022, with values being the highest-rated organisational domain (86%).</p> <p><b>Successful Implementation of Performance Excellence Program (PEP):</b> The PEP, endorsed in 2022, successfully completed its first full bi-annual review cycle in 2023 using a customised HR system module.</p> <p><b>External Recognition:</b> The PEP received a "Highly Commended" award in the 2024 Local Government Professionals Excellence Awards for People, Workplace and Wellbeing.</p> <p><b>Enhanced Performance and Development Discussions:</b> Separating performance/development discussions from salary reviews led to more focused feedback and holistic pay conversations.</p> <p><b>Increased Clarity in Roles and Expectations:</b> Communication of roles, expectations, and key deliverables was improved through position-based PEP Plans, and standards of excellence were established by linking PEP to corporate and leadership performance indicators.</p> <p><b>Strengthened Leadership Performance Indicators:</b> The adoption of Georges River Council's Leadership Practices in 2024 further defined leadership expectations within the Council.</p>	<p><b>Improved Cross-Unit Collaboration:</b> For the first time since 2019, the 2024 Staff Engagement Survey did not identify cross-unit collaboration as a priority area, reflecting improvements in knowledge sharing, information flow, and mutual support across business units. Survey scores in these areas were 16% and 12% higher than local government benchmarks, respectively.</p> <p><b>Successful Launch of Cross Unit Challenge:</b> The 2024 Cross Unit Challenge connected staff across all directorates, fostering collaboration, building connections, and sharing knowledge. The program also enhanced understanding of the local government sector, incubated new ideas, and identified emerging leadership talent.</p> <p><b>Continued Support for Work Experience and Volunteers:</b> Council continued to provide work experience placements and volunteer opportunities, enhancing services and programs while offering valuable learning and development.</p> <p><b>Strengthened Partnerships for Talent Acquisition:</b> Programs like the FutureGEN Program have strengthened relationships with TAFE NSW and universities to attract young professionals and graduates to roles within local government sector.</p>	<p><b>Development of Workforce Diversity:</b> Council has actively implemented strategies to increase workforce diversity, flexibility, and adaptability.</p> <p><b>Successful Implementation of FutureGEN Program:</b> The FutureGEN entry-level talent program, launched in 2023, established apprenticeships, traineeships, cadetships, and graduate positions, encouraging youth and young professionals in local government. It also enabled leaders to redesign roles for greater flexibility.</p> <p><b>Leveraging External Funding for FutureGEN Expansion:</b> In 2024, Council secured additional NSW Government funding to expand FutureGEN positions in trades, IT, and early childhood.</p> <p><b>Strategic Shift in Talent Acquisition:</b> Recognising the need for greater diversity, Council established the Talent Acquisition team in 2023 within the People and Culture business unit.</p> <p><b>Development and Implementation of Talent Acquisition Strategy:</b> The subsequent delivery of the Talent Acquisition Strategy and Policy in 2024, along with targeted training in 2025, aims to enhance talent attraction, mobility, and succession planning to meet current and future organisational needs, support professional development, and assist with pre-retirement planning.</p> <p><b>Development of a New Diversity and Inclusion Strategy:</b> In partnership with an external provider, Council began developing a new Diversity and Inclusion strategy in 2024. Insights from staff and community advisory groups were gathered through listening sessions to inform the strategy's launch in 2025.</p>	<p><b>Strong Safety Performance:</b> Safety consistently ranks in the top 5 high-performing areas in staff engagement surveys, with 2024 results showing a 2% increase since 2022.</p> <p><b>Successful Implementation of "Safety Smart" Leadership Program:</b> This comprehensive work health and safety leadership program equipped operational leaders with the knowledge and practical skills to take ownership of their safety performance and has driven safety enhancements across high-risk operational units.</p> <p><b>External Recognition for Safety Initiatives:</b> The "Safety Smart" Program was "Highly Commended" in the 2024 Local Government Professionals Excellence Awards for Innovative Leadership.</p> <p><b>Proactive Hearing Conservation Program:</b> Implemented in 2024, this Program protects workers from hazardous noise exposure through identification, measurement, control implementation, audiometric testing, and education.</p> <p><b>Holistic Employee Wellbeing Program (BENE-FIT 360):</b> Adopted in 2021, this award-winning program focuses on mental fitness (M-FIT), wellness and belonging (WELL-FIT), and work-life balance (FLEX-FIT).</p> <p><b>Established M-FIT Champions Network:</b> Over 50 staff were accredited in Mental Health First Aid in 2023, forming a network that supports colleagues, encourages help-seeking, and de-stigmatises mental health conversations.</p> <p><b>Enhanced Access to Onsite Support Services:</b> The re-launch of onsite counselling services through AccessEAP in 2023 has seen positive uptake, particularly from the operational workforce, indicating a reduced stigma around seeking mental health support.</p> <p><b>Proactive Management of Psychosocial Hazards:</b> Following new WHS legislation, Council collaboratively developed a "Safety Instruction – Psychosocial Risks in the Workplace" and rolled out training to all staff and tailored sessions for People Leaders to effectively manage these risks.</p> <p><b>Successful Trial and Adoption of Flexible Work Arrangements:</b> A 12-month trial of a '4 Day Working Week' for operational staff under FLEX-FIT in 2023 proved successful and has since been adopted.</p> <p><b>Improved Attraction and Retention:</b> The commitment to flexible working arrangements has contributed to a decrease in staff turnover rates for the first time in several years.</p>	<p><b>Strong and Improving Learning and Development (L&amp;D):</b> Council's L&amp;D continues to outperform the local government average by 6%, showing a further 2% improvement since 2022 according to the 2024 staff engagement survey. The L&amp;D approach has shifted towards more adaptable and just-in-time learning.</p> <p><b>Successful implementation of Leadership Development Initiatives:</b> The bespoke emerging leaders' program, "Launching into Leadership," established in 2022, has completed six intakes.</p> <p>The "LeaderLIFT" 6-month leadership development program was delivered to Executives, Managers, and Coordinators throughout 2022 and 2023.</p> <p>Leadership Communities of Practice (CoPs) were launched in 2024 to foster peer-led coaching and learning among strategic leaders.</p> <p>Staff engagement results related to people leader supervision were high at 84%, significantly exceeding the local government benchmark by over 8%.</p> <p><b>Strategic People Experience Partnerships:</b> Established in November 2024 across business units, these partnerships drive training needs analysis based on PEP development plans, leading to more meaningful and timely learning programs.</p> <p><b>Significant Opportunities for Higher Duties and Secondments:</b> Council has provided numerous internal and external higher duties and secondment opportunities, facilitating skill development, expanding career capabilities, and offering mutual learning benefits.</p> <p><b>Proactive Exploration and Adoption of Artificial Intelligence (AI):</b> In response to the increasing prevalence of AI, Council delivered introductory AI courses and facilitated a technology discovery initiative ("Shark Tank") in 2024. This led to the adoption of a data-protected version of Microsoft Copilot for use across the Council, with ongoing efforts to identify further AI applications for improved efficiency.</p>



## Our Challenges

### Focus on Financial Sustainability

Council remains committed to responsible financial management as a foundation for a sustainable, high-performing workforce. As part of our People Plan, it is essential that workforce strategies are aligned with broader organisational goals, particularly in the context of rising costs and increasing service expectations.

The Local Government (State) Award 2023 includes salary increases totalling 11% over three years – significantly higher than forecast in Council's 10-year Long Term Financial Plan. Combined with growing demand for services, this presents a complex challenge that requires careful workforce planning and disciplined cost management.

To support the achievement of a \$2–3 million budget surplus in 2025/26, Council must identify \$2.7 million in either reduced expenditure or increased revenue. In the past two financial years, employee cost savings were primarily achieved through the application of a 6.5% natural vacancy rate, totalling approximately \$3.7 million in budget reductions. However, actual vacancy savings have been closer to 2–3%, due to the need to maintain service continuity and support development opportunities through acting roles, secondments, and succession planning.

Recognising this, Council is transitioning from a reliance on natural vacancy savings to a more deliberate and balanced employee cost management approach. This includes:

- A more achievable vacancy target of 3%
- A two-week Christmas shutdown period
- Improved management of excess leave liabilities
- Reductions in non-essential staff benefits, such as the all-staff conference

This approach ensures cost control measures remain realistic, while preserving workforce wellbeing, capability, and service standards. It reflects a commitment to long-term sustainability and the ongoing development of a skilled and resilient workforce.

### Attracting and Retaining Top Talent with an Ageing Workforce

Our workforce spans five generations, each bringing distinct traits, values, and expectations that shape their approach to work. These generational differences directly influence how we attract, engage, and retain talent, reinforcing the need for tailored strategies to build a capable, agile, and resilient workforce for the future.

Skills shortages continue to present a significant challenge across the local government sector in NSW, and Georges River Council is no exception. Sector-wide research shows that nine out of ten councils are experiencing shortages in critical areas such as engineering, urban planning, building surveying, and environmental health. At Georges River, this is compounded by demographic trends, with 25% of employees over the age of 55 and 39% from Generation X, meaning a large proportion of our workforce may retire within the next decade. Meanwhile, many younger employees have not yet acquired the experience or qualifications needed to step into senior or specialist roles, making succession planning an urgent priority.

Further compounding this challenge are the results from our 2024 Staff Engagement Survey, which revealed that 33% of employees do not see a future at Georges River Council, putting corporate knowledge, organisational capability, and service continuity at risk. Additionally, 44% of staff felt insufficient time and effort is spent on career planning, and 46% indicated they are not developing

the skills required for progression. Rapid technological advancements and the increasing impacts of climate change are also reshaping workforce needs, requiring new skills in digital capability, sustainability, and environmental management—many of which our current workforce does not yet possess.

Structural limitations within the organisation have also constrained career progression opportunities in key functional areas. Coupled with a highly competitive external job market, this has made it increasingly difficult to attract and retain suitably qualified and experienced staff in areas such as greenkeeping, arboriculture, qualified trades, civil works, project management, human resources, WHS, information technology, website development, environmental health, statutory planning, and engineering.

In general, councils face increasing competition for professional talent in a market where public sector salaries and benefits can be outpaced by private sector offerings, and where local government experience is highly specialised. These challenges highlight the need for Georges River Council to adopt a strategic, data-informed approach to workforce planning, capability development, and talent retention to secure the long-term sustainability of our services and organisational performance.

### **Supporting Psychosocial Safety and Mental Health in the Workplace**

Workplace Health and Safety (WHS) remains a top priority for Georges River Council, as evolving challenges and legislative reforms continue to reshape expectations and resource requirements. The introduction of amendments to the Work Health and Safety Regulation (NSW), specifically the inclusion of psychosocial hazards as a formal area of risk, has significantly impacted how Council must manage workplace safety. These changes require all employers, including local government, to identify, assess, and control risks to psychological health with the same rigour applied to physical hazards.

National workplace trends show a sharp increase in psychosocial conditions and related workers' compensation claims, a trend also evident within the local government sector. Common psychosocial risks include high job demands, poor support, lack of role clarity, and workplace conflict. In response, Council must invest in additional resourcing, training, and systems to effectively meet its obligations under the updated legislation. This includes developing and implementing targeted initiatives to mitigate psychosocial risks, fostering a culture of psychological safety, and ensuring early intervention and support for staff wellbeing.

The resourcing impact has been significant, requiring increased investment in WHS and People and Culture roles, mental health and wellbeing programs, internal capability building, and the development of policies and procedures that align with the expanded legal framework. Beyond compliance, Council recognises the need to embed a proactive, safety-first culture—one that not only protects employees but enhances overall organisational performance, engagement, and resilience.

### **Creating an Effective and Inclusive Hybrid Working Environment**

Research by the Australian HR Institute (AHRI) indicates that hybrid working has become an embedded feature of Australian workplaces since the onset of COVID-19, with most organisations—including those in the public sector—planning to support flexible models well into the future. Hybrid work is no longer seen as a short-term response but as a sustainable approach that aligns with evolving workforce expectations and enhances organisational performance.

The benefits of hybrid working are well recognised: enhanced attraction and retention of talent in a competitive market, improved work-life balance, reduced commuting time, and increased productivity, job satisfaction and engagement. However, these benefits come with challenges. Hybrid work can result in communication gaps that hinder collaboration. These issues are particularly critical in Local Government, where effective service delivery depends on strong coordination across departments and directorates.

For people leaders, hybrid working introduces further complexity, such as maintaining a cohesive organisational culture, adapting performance metrics to remote environments, and balancing service delivery requirements across both in-office and remote work settings. Addressing these challenges requires thoughtful policy development, strong leadership capability, and a commitment to maintaining connected, high-performing teams regardless of where work takes place.

### **Future-proofing Skills Development in the face of Technological Disruption**

Technological advancements are boosting efficiency and productivity across industries including in Local Government. However, this also means that employees need to continuously update their skills to keep up with new technologies. With the rapid pace in which this is advancing, currency of skills and capabilities are becoming finite shifting the way jobs are designed and creating the need for more specialised roles.

As local governments adopt more digital solutions, they also face increased cybersecurity threats. This necessitates robust cybersecurity measures and continuous training for employees to protect sensitive data and maintain public trust. These changes present both challenges and opportunities, and subsequently requires investment in training, technology, and cybersecurity to create a responsive and resilient workforce.

Importantly, access to modern, fit-for-purpose tools and systems plays a key role in attracting and retaining talent. Employees expect to work with up-to-date platforms that support collaboration, efficiency, and innovation. Outdated systems can limit productivity, increase frustration, and contribute to turnover—particularly in competitive fields like ICT, engineering, and project management. Ensuring staff have the tools they need to succeed is essential to positioning local government as an employer of choice.

## What are our Priorities?

At Georges River Council, we believe our success is driven by the strength and wellbeing of our people. When employees have a positive and fulfilling experience at work, they are more engaged, productive, and motivated to deliver exceptional outcomes for our customers and the community. Consultation with our people have informed the development of strategic goals under each priority pillar, giving focus to our actions over the next four 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.

### Our Priorities for 2025-29

For 2025-29, we continue to aspire to building a workforce that is inspired, diverse and engaged focusing on five pillars.

<b>PILLAR 1: PURPOSE</b> <i>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.</i>		
<b>STRATEGIC GOAL 1:</b> <i>Inspire shared purpose with clarity and conviction</i>	<b>STRATEGIC GOAL 2:</b> <i>Amplify the presence and influence of our leaders</i>	<b>STRATEGIC GOAL 3:</b> <i>Drive excellence at every level of Council</i>
<i>We will achieve this through the reinvigoration of our Vision, Mission, and Values by clearly defining and passionately communicating our purpose to guide every step we take.</i>	<i>We will achieve this through uplift of capabilities aligned with our leadership practices to increase visibility and impact of leaders across our Council.</i>	<i>We will achieve this through the continued enhancement of our performance excellence framework to ensure role clarity and purposeful direction for every individual, team, and the entire Council.</i>

We'll know we've succeeded when we see our people consistently demonstrating our core values in their daily work, feeling a strong sense of purpose and alignment with our Council's vision and mission. This will be evident through increased employee engagement scores, strengthened leadership, positive feedback from community stakeholders, and the successful implementation of our performance excellence framework to drive the achievement of outcomes that reflect our commitment to the community

<b>PILLAR 2: CONNECTION</b> <i>Enhancing relationships across the organisation through communication and collaboration so our people feel understood, appreciated and empowered to contribute positively in their roles.</i>		
<b>STRATEGIC GOAL 1: Build opportunities for social connection</b>	<b>STRATEGIC GOAL 2: Ensure understanding of roles in the broader organisational framework and context</b>	<b>STRATEGIC GOAL 3: Overcome silos and strengthen project delivery</b>
<i>We will achieve this through developing and implementing programs and activities, to strengthen communication, and increase wellbeing and retention.</i>	<i>We will achieve this through role modelling-coaching and embedding a mentoring framework, to increase cross-directorate, and multigenerational collaboration.</i>	<i>We will achieve this through cross-workplace site visits and developing opportunities for cross-functional project teams to unite teams.</i>

We'll know we've succeeded when our people report feeling understood, appreciated, and empowered in their roles. This will be reflected in higher employee satisfaction and engagement scores, more effective and open communication across departments, and increased collaboration on projects. Additionally, we'll see a positive impact on overall productivity and a stronger sense of unity within our Council.

<b>PILLAR 3: INCLUSION</b> <i>Fostering an inclusive workplace so our people feel valued, respected, and have a sense of belonging to amplify diversity in thinking and decision-making.</i>		
<b>STRATEGIC GOAL 1: Embed Inclusion in our everyday</b>	<b>STRATEGIC GOAL 2: Celebrate the rich diversity of our Council</b>	<b>STRATEGIC GOAL 3: Build a vibrant and inclusive workplace community</b>
<i>We will achieve this through our Inclusion strategy and bringing this to life in our organisational culture to embed this as our business as usual.</i>	<i>We will achieve this through celebrating the achievements of our people both internally and externally to showcase the diversity of the roles and people we have at Council.</i>	<i>We will achieve this through partnerships with community and professional networks to ensure our Council is a welcoming and safe space for all.</i>

We'll know we've succeeded when our people consistently express that they feel valued, respected, and have a strong sense of belonging. This will be evident through diverse perspectives being actively sought and incorporated into decision-making processes, higher scores in inclusion and diversity scores, increased inclusive talent acquisition and retention and authentic celebration of our diverse workforce. Additionally, we'll see a reduction in turnover rates and more positive feedback about our workplace culture as well as strengthened partnerships with community and professional networks.

<b>PILLAR 4: SUPPORT</b> <i>Providing mechanisms that support a safe, healthy, happy, and more productive and engaged workforce, so our people feel cared for and are resilient to meet the challenges of our time.</i>		
STRATEGIC GOAL 1: Instil a shared commitment to safety	STRATEGIC GOAL 2: Support the holistic wellbeing of our people	STRATEGIC GOAL 3: Actively engage with our people to shape our future
<i>We will achieve this through managing and reducing workplace risks, protecting employees, and ensuring compliance with relevant laws and regulations</i>	<i>We will achieve this through pro-active and preventative strategies and initiatives to enhance employee wellbeing, fostering a thriving and resilient workforce.</i>	<i>We will achieve this through continuous consultation and involvement of our people to inform strategies and policy and encourage active participation in the collective success of our Council.</i>

We'll know we've succeeded when our people consistently report feeling cared for and supported in their wellbeing. This will be reflected in lower absenteeism rates, higher employee engagement and satisfaction scores, and positive feedback regarding workplace safety and health initiatives. Additionally, we'll see increased resilience and productivity, with employees effectively managing stress and contributing positively to the Council's goals

<b>PILLAR 5: GROWTH</b> <i>Cultivating a culture of continuous learning and improvement so our people actively contribute their talents to sustain a high-performing and agile workforce.</i>		
STRATEGIC GOAL 1: Develop meaningful learning that adds value to the aspirations of our people and our Council	STRATEGIC GOAL 2: Champion a culture of fearless creativity and bold experimentation	STRATEGIC GOAL 3: Empower our people to reach their fullest potential
<i>We will achieve this through data driven and co-designed programs and initiatives to ensure learning is relevant and aligned to employee goals and overarching strategic commitments.</i>	<i>We will achieve this through innovative learning programs and lifting psychological safety to encourage bold experimentation so that we remain at the forefront of technological progress.</i>	<i>We will achieve this through building and embedding a capability framework to map career pathways and nurture internal talent pipelines.</i>

We'll know we've succeeded when our people actively seek out and engage in learning opportunities, regularly sharing their knowledge and skills to drive innovation and improvement. This will be evident through increased participation in development programs, higher scores in evaluation surveys, and a noticeable enhancement in overall performance and agility. Additionally, we'll see a more adaptable workforce that can swiftly respond to new challenges and opportunities.





# Digital Resource Plan

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## Introduction

### What is the Digital Resource Plan?

The Digital Resource Plan (The Plan) provides a strategic framework to guide Georges River Council in managing and leveraging digital resources. It aims to drive innovation, enhance operational efficiency, ensure information security, and support the delivery of sustainable, accessible services. The Plan aligns with key corporate strategies to ensure Council's digital infrastructure and assets are optimised to meet the current and future needs of the community.

The Plan is built on the following strategic objectives:

1. **Digital Security and Resilience:** We're committed to protecting your information. By proactively managing risks, enhancing resilience against cyber threats and system disruptions.
2. **Delivering Smarter Services:** Enhancing service delivery and interaction through digital tools and automation.
3. **Empowering Our People:** Support staff with the tools, training, and systems needed to deliver services confidently and efficiently in a digital environment.
4. **Enhancing Community Access and Inclusion:** Ensure all residents can access and benefit from digital services, regardless of ability, location, or familiarity with technology.

### Emerging Global Trends in Technology

Digital trends are rapidly reshaping how councils operate, deliver services, and engage with communities. The Plan positions Council to be aware and respond to these key trends:

- **Cloud-first and automation:** Transitioning to cloud platforms and automating routine processes reduces long-term infrastructure costs but increases operational expenditure.
- **Cyber security:** Ongoing investment in secure systems, staff training, and incident response planning is critical to managing growing digital threats.
- **Workforce evolution:** Supporting hybrid work models, AI-enabled tools, and digital capability development improves efficiency and helps retain talent.
- **Data-driven decision-making:** Investment in analytics and integrated systems enables smarter planning and performance tracking.
- **Customer expectations:** Modern, accessible digital services require upfront investment but reduce service delivery costs over time.

## Where are we now?

### Overview of Information Management & Technology Functions

Function	Activities
<b>Helpdesk Support</b>	<ul style="list-style-type: none"> <li>Managing service desk, technology, records, business insights, GIS, intranet, and web support.</li> <li>Handling helpdesk calls during and after hours.</li> <li>Managing CCTV and security requests.</li> </ul>
<b>Cyber Security</b>	<ul style="list-style-type: none"> <li>Monitoring and responding to cyber security alerts.</li> <li>Conducting proactive maintenance and responding to state and federal cyber notifications.</li> <li>Implementing security measures and educating staff on cyber security.</li> </ul>
<b>Technology Change Management</b>	<ul style="list-style-type: none"> <li>Handling technology change requests including patching, maintenance, upgrades, outages, and security changes.</li> </ul>
<b>Device Deployment</b>	<ul style="list-style-type: none"> <li>Deploying laptops, desktops, iPhones, iPads, network equipment, technology infrastructure, monitors, headsets, and peripherals.</li> </ul>
<b>Meeting Support</b>	<ul style="list-style-type: none"> <li>Supporting broadcasted meetings, internal meetings, internal broadcasts, and after-hours meetings.</li> </ul>
<b>Information Management</b>	<ul style="list-style-type: none"> <li>Completing informal open information GIPA requests.</li> <li>Registering documents and managing applications from the planning portal.</li> </ul>
<b>Spatial and Digital Services</b>	<ul style="list-style-type: none"> <li>Managing change of address for rate notices, street address enquiry applications, new property creation, map creation/editing, website and intranet support and form creation/editing.</li> </ul>
<b>Data Management</b>	<ul style="list-style-type: none"> <li>Managing data volumes held by council systems and legacy systems.</li> <li>Migrating legacy systems and records.</li> </ul>
<b>Business Insights</b>	<ul style="list-style-type: none"> <li>Managing the "Move to Improve" initiatives across all business units and closing priority open items.</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>Overseeing various projects such as Technology One SaaS migration, ECM/Records integration, IntraMaps migration, waste contract system integrations, and more.</li> </ul>
<b>Vendor Support</b>	<ul style="list-style-type: none"> <li>Coordinating with vendors for project support and managing hours used for various projects.</li> </ul>
<b>Audit Program</b>	<ul style="list-style-type: none"> <li>Implementing audit recommendations and managing open and closed audit items.</li> </ul>

## Activity Snapshot

Description	Data
<b>Helpdesk Support:</b> <ul style="list-style-type: none"> <li>- Support requests received</li> <li>- Support requests completed on time</li> <li>- Security and CCTV requests</li> <li>- Staff Movements and changes managed</li> </ul>	17,419 15,732 550 678
<b>Cyber Security:</b> <ul style="list-style-type: none"> <li>- Email filter</li> <li>- Firewall attempts</li> <li>- Web filter</li> <li>- Antivirus</li> <li>- Proactive Maintenance Events</li> <li>- State and Federal Cyber Notifications</li> </ul>	1,917,709 1,088,414 2,520,221 1,703,455 1,420 145
<b>Technology Change Management</b> <ul style="list-style-type: none"> <li>- Technology Infrastructure Maintenance events</li> <li>- Systems Availability</li> </ul>	366 99.91%
<b>Device Deployment:</b> <ul style="list-style-type: none"> <li>- Laptop</li> <li>- Desktop</li> <li>- Phones</li> <li>- Tablets</li> <li>- Other</li> </ul>	165 58 84 31 322
<b>Meeting Support:</b> <ul style="list-style-type: none"> <li>- Meeting Broadcast to the community</li> <li>- After Hours Meetings</li> <li>- Internal Meetings supported</li> </ul>	83 77 66
<b>Information Management:</b> <ul style="list-style-type: none"> <li>- Documents Registered</li> <li>- Applications Registered from planning portal</li> <li>- Information Requests Processed</li> </ul>	94,069 798 609

- Change of address processed	4,673
- MP Correspondence Requests	1,222
Spatial and Digital Services:	
- Properties Created	934
- New Addresses	1,064
- Change Of Address	5,452
- Property Attributes	756,694
- Subdivision applications	228
- Map Creation / Editing	489
- Form digitisation and editing	59
Data Management:	
- Data Migrated to Cloud Systems	690 Gb
- Managed Cloud Data	16 Tb
- Council Records System	12 Tb
- Legacy Data Management	1.4 Tb
Business Insights:	
- Move To Improve initiatives completed	194
- Percentage of priority issues completed	96%
Project Management:	
- Major Projects Managed through the IMT project Managers	17
Vendor Support:	
- Vendor Support hours utilised to deliver projects	789
- Projects supported through this support	13
Audit Program:	
- Audits Completed	2
- Audit Recommendations Completed	55
- Audits remaining in the 2024 – 2026 Audit program	5
Waste Diverted From Landfill:	
- Printer Consumables Recycled	37 Kg
- e-Waste Recycled	2,860 Kg
- Recycled Paper	1,631 Kg



## Our Challenges

As Georges River Council continues to enhance its digital services and systems, we must consider a number of important challenges. These factors shape how we plan, invest, and deliver digital solutions that are secure, inclusive, and effective for both our organisation and our community.

### Resourcing and Capability

The increasing cost of doing business, alongside limited budget growth, makes it challenging to maintain and improve digital systems. While automation is helping, we still rely on skilled staff to manage, support, and evolve our technology. Council is committed to using its resources wisely and building a digitally capable workforce to meet these needs.

### Cyber Security

As more services move online, protecting community data and systems is essential. Council continues to invest in cyber security compliance, privacy protections, and risk management, particularly in response to emerging technologies like generative AI.

### Change and Digital Literacy

To ensure new systems work for everyone, we are focused on supporting both staff and the community to build confidence with digital tools. As technology becomes more complex, we aim to keep solutions accessible and responsive to real-world needs.

### Community Inclusion

Not all residents have equal access to technology or digital services. Council is committed to e-inclusion—ensuring innovation doesn't leave people behind. We aim to balance system improvements with people-first approaches, offering alternatives and support where needed.

### Reputation and Information Integrity

The rise of social media and online misinformation can affect how Council is perceived. We are working to deliver accurate, timely, and easy-to-share information, helping the community stay informed and engaged in a digital-first world.

### Capacity and Skills Gaps

Council acknowledges that varying digital literacy levels across our workforce can create gaps in system use and adoption. We're addressing this by upskilling teams, attracting digital talent, and reducing reliance on external support where possible.

### Autonomous and Human-Centred Design

While automation offers efficiency, many community members still value the ability to speak to a person. Council will continue to explore digital solutions that combine the benefits of technology with empathy, flexibility, and human judgement.

### Sustainability and Resilience

Technology plays a key role in delivering efficient services—but we must also consider the social, environmental, and economic impacts. Our digital journey will be guided by principles of sustainability, resilience, and long-term community benefit.

## What are our priorities?

At Georges River Council, we recognise that our success is underpinned by the strength, reliability, and innovation of our information systems and digital capabilities. When our technology platforms are efficient, secure, and user-focused, they empower staff to work smarter, respond faster, and deliver high-quality outcomes for our community. Our aim is to provide modern, fit-for-purpose systems and tools that enable staff to perform meaningful, impactful work—while ensuring Council remains a forward-thinking, service-oriented organisation equipped to meet future challenges.

### Our Priorities for 2025-29

For 2025–29, we continue to aspire to building a digital environment that is secure, innovative, and user-centric—focusing on five strategic priority pillars that support operational excellence, enhance service delivery, and enable a connected, future-ready organisation.

Action	Strategic Objective	Status	Comments
Initiate and oversee the independent information security audit program, ensuring regular assessments and timely implementation of recommended improvements.	1. Digital Security and Resilience	In Progress On Track	The 2024 audit program was completed, and the 2024–2026 program is now underway. All recommendations are scheduled for implementation and regularly reported to Council's Audit, Risk & Improvement Committee (ARIC).
Use the results from the Audit program to proactively identify vulnerabilities and assess new technologies to strengthen the ongoing protection of Council's data, infrastructure, and systems.	1. Digital Security and Resilience	In Progress On Track	Additional security measures are being implemented while new technologies are being assessed to ensure ongoing and enhanced security of council data, infrastructure, and systems.
Establish a cyber security awareness program to educate staff on the importance of	1. Digital Security and Resilience	In Progress On Track	Staff education, training, and testing is ongoing. In 2024, a revised training program was deployed to staff incorporating both cyber security and physical security.

Action	Strategic Objective	Status	Comments
vigilance and best practices.			Leveraging off the annual Privacy Week event.
Analyse current application management processes to identify inefficiencies and implement streamlined procedures to enhance overall efficiency and effectiveness.	3. Empowering Our People	Not Started, Delayed	
Identify and implement key system upgrades and enhancements to improve the overall customer experience, ensuring seamless interactions and increased satisfaction.	4. Enhancing Community Access and Inclusion	In Progress On Track	The introduction of a new booking system and contact centre platform has laid the groundwork for continued enhancements, offering the community improved tools and experiences when engaging with Council.
Research and adopt new technologies that enhance customer interactions, focusing on improving communication channels and overall customer satisfaction.	4. Enhancing Community Access and Inclusion	In Progress On Track	The rollout of a new event booking system and contact centre solution has greatly improved functionality and strengthened digital engagement with the community.
Integrate and prioritise the evaluation of customer service channels within the Enterprise review, ensuring that these channels are optimised to meet customer needs and enhance service delivery.	4. Enhancing Community Access and Inclusion	In Progress On Track	All digital platforms have been mapped by service and will be prioritised and scoped with a customer-centric approach, including integration with the website. This long-term project represents a cultural shift in how we deliver services website integration.
Conduct an ERP assessment of Council's core systems, identify improvements, and	2. Delivering Smarter Services	In Progress On Track	All digital platforms have been mapped by service. The next phase will involve identifying major contracts nearing renewal,

Action	Strategic Objective	Status	Comments
recommend strategies for efficiency			preparing for potential market testing, and assessing gaps in digital investment across key services.
Conduct an analysis of the current system to identify potential improvements, focusing on simplifying access to Council's systems and enhancing user experience.	2. Delivering Smarter Services	In Progress On Track	All digital platforms have been mapped by service. Mapping highlights gaps in digital investment in some key service areas.
Coordinate and lead an Improvement Programme with all management groups, focusing on identifying and implementing strategies to enhance overall organisational performance and efficiency.	3. Empowering Our People	In Progress On Track	Ongoing, with a strong focus on continuous improvement across all teams, 96% of prioritised actions have been completed.
Perform a comprehensive review of the Customer portals, website, and online presence, identifying areas for enhancement to improve community interaction with Council.	4. Enhancing Community Access and Inclusion	Not Started	Budget Bids have been raised to gain support and investment for this major undertaking. Minor amendments are ongoing.
Secure grant funding and oversee the installation of public safety CCTV systems at designated sites, ensuring compliance with relevant regulations and enhancing community safety.	4. Enhancing Community Access and Inclusion	In Progress On Track	Deployment of new cameras delivered to four new sites across the LGA.
Plan the upgrade to legacy public safety CCTV equipment within	4. Enhancing Community Access and Inclusion	In Progress On Track	Cameras and associated infrastructure have been replaced in four key locations, significantly

Action	Strategic Objective	Status	Comments
the Local Government Area (LGA), ensuring the implementation of modern and effective surveillance technologies to enhance community safety.			increasing the reliability of this equipment for years to come.
Investigate the development of a maintenance programme that ensures all CCTV equipment is functioning efficiently, including regular inspections and timely repairs.	4. Enhancing Community Access and Inclusion	Complete	A proactive maintenance program has been implemented across the public safety camera fleet, ensuring maximum uptime for these devices.
Modernise the hosting and management of Council's core Enterprise systems by implementing the latest technologies and best practices to enhance performance and reliability.	2. Delivering Smarter Services	Complete	The migration of council's core enterprise system was completed in September/October 2024 with minimal downtime for the community.
Enhance the application process by expanding integration with external sources, ensuring a more streamlined and efficient workflow.	2. Delivering Smarter Services	In Progress Significant progress, but ongoing as part of the ERP	Council has expanded system integrations and enhanced key capabilities to streamline the application process. This includes an improved online booking system with additional payment options, integration with a new waste booking platform, and an upgraded contact centre with increased functionality.
Monitor legislative and government policy updates regularly and implement necessary changes to ensure Council's compliance with new regulations.	1. Digital Security and Resilience	In Progress On Track	Mandatory changes have been made to systems to ensure they meet legislative requirements, such as Department of Planning gazetted changes and GDA 2020 updates.



# Asset Management Plan



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## 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 Plan (AMP) 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.

The Framework works to deliver on Section 8B of the *Local Government Act 1993*, to ensure sound financial 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

#### 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.

### 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.

### Asset Management Strategy

Georges River Council's Asset Management Strategy has been developed in the context of the following key questions:

- **What have we learnt?** – Reflecting on key learnings from past years and best practice
- **What does our current infrastructure asset portfolio look like?** – A snapshot of Council's assets in terms of quantity, condition, and value.
- **Where do we want to be?** – Defining the desired future state and strategic outcomes.
- **How will we get there?** – Outlining the strategies, actions, and performance measures to close the gap between our current and desired positions.

## What have we learnt?

Over the last 12 months there has been a focus on continuing to refine the accuracy of our asset data and improving decision making process. Highlights have included the adoption of the 3-Year Capital Works Program and development of 10-year AMPs for Transport, Open Space, Stormwater and Building Assets.

### Adoption of the 3-year Capital Works Program

In 2024/25 the Council adopted the 3-Year Capital Works Program. This Program has a primary focus on the renewal of existing infrastructure assets to ensure they continue to deliver service outcomes for the community in a cost-effective manner. Programs introduced into the Capital Works Program include:

- Road Rejuvenation Program, this is an improved version of previous years Road Re-Sheeting Program to include additional cost-effective treatments.
- Marine Infrastructure Renewal Program
- Turf Sports Fields Upgrade Program
- Access way Design and Upgrade Program

### Building the 10-year AMPs

Council now has 10-year AMPs to guide our asset decision making. These plans cover Transport, Open Space, Stormwater and Buildings. These Plans have been developed from the ISO 55000 series which aims to help organisations align their asset management strategies with their overall business objectives, ensuring that long-term plans are integrated with the organisation's goals. Over the past 12 months these Plans have been used to guide officer recommendations with a focus on optimising performance, costs, and risks of assets. The content of these Plans is always being improved upon as additional asset information is gathered.

Part of Council's commitment to informed and transparent decision making includes focused inspection programs. Over the last 12 months Council has undertaken the following asset inspections and condition assessments:

- Road Pavement Condition Assessment, including specific location inspections where failures were identified
- Building Inspections
- Retaining Walls
- Footpaths
- Traffic Facilities
- Lux lighting levels at turf sports fields
- Marine Assets
- Quarterly Playground Inspections
- CCTV of the stormwater network at areas of concern

### What does our current infrastructure asset portfolio look like?

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:

## 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 Condition

The condition rating system which is used by Council to manage Infrastructure Assets is summarised below and is based on IPWEA Practice Notes.

Condition	Condition Score	Description
Good	1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance. Only Normal Maintenance Required
	2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance. Minor Maintenance Required.
Fair	3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service. Significant Maintenance Required to Return to Acceptable Service Level.
Poor	4	<b>Poor:</b> significant defects, higher order cost intervention likely. Significant Renewal/Upgrade Required.
	5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required. Asset / Component Requires Replacement.

Image 1: Condition rating IPWEA

## Asset Value

The table below displays the value of major asset classes where:

- **Replacement Cost** (*Gross Carrying amount in the Financial Statements*) 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:** (*Net carrying amount in Financial Statements*) 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)
<b>Buildings</b>	\$ 379,905	\$109,492	\$270,413	\$6,711
<b>Buildings - Investment</b>	\$ 29,428	\$0	\$ 29,428	\$0
<b>Transport</b>	\$628,751	\$252,912	\$375,839	\$7,753
<b>Footpaths</b>	\$125,255	\$62,031	\$63,224	\$1,474
<b>Stormwater Drainage</b>	\$279,990	\$134,392	\$145,598	\$1,576
<b>Open Space &amp; Recreation</b>	\$161,352	\$67,950	\$93,402	\$7,459
<b>Total</b>	<b>\$1,604,681</b>	<b>\$626,777</b>	<b>\$977,904</b>	<b>\$24,973</b>

Table 2: Value of Infrastructure Asset Inventory (Figures from the 30 June 2024 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 Councils Stormwater Asset inventory; this continue to be a focus of 25/26.

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.



## Funding Scenarios

### *Long-Term Financial Plan (LTFP):*

Scope: This plan projects revenues, expenses, and financial position over a 10-year period and aims to ensure the overall financial health of an organisation by identifying long-term trends, potential risks, and strategic financial goals and helps in making informed decisions about resource allocation.

### *Asset Management Plan (AMP):*

This plan focuses specifically on the management of Infrastructure assets. It aims to maintain and improve the condition of assets over their lifecycle at the lowest practicable cost. The AMP includes strategies for maintenance, renewal, and replacement of assets. The AMP outlines the funding required to achieve desired levels of service and asset performance.

*Asset Management desired renewal funding:* this is the funding required each year to renew assets reaching intervention level and retain an average of good condition (2-3) as per the AMP.

*Asset Management desired expenditure funding (operation, maintenance, renewal):* To determine the required maintenance expenditure, Council has opted to use a 'percentage of replacement cost' approach based on asset condition. This is consistent with the International Infrastructure Management Manual and other industry standards.

*LTFP:* The adopted LTFP funding differs from that highlighted in the AMP, it is the current funding strategy for infrastructure considering the overall financial outlook of the organisation.

### 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 \$937M.

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.

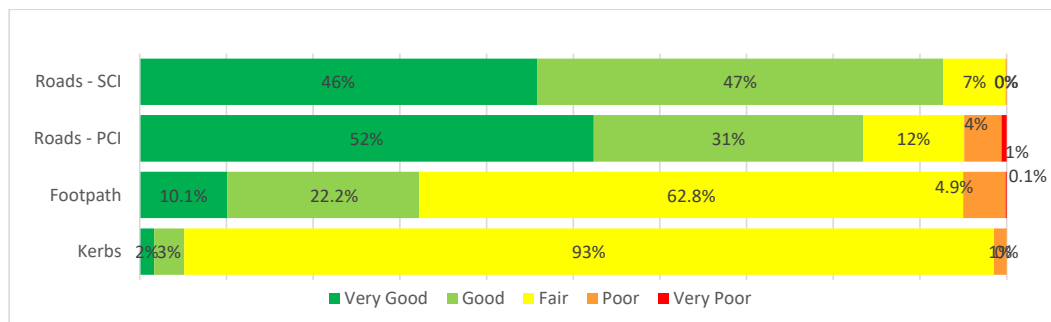


Figure 2: Condition Summary from 2023 Road Condition Assessment.

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 AMP, 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. For 25/26 a budget has been set at \$6.7M.

**Total Desired Expenditure:** the forecast of 10-year total required expenditure (operation, maintenance, renewal) is estimated at \$121M or \$12.1M on average per year.

**LTFP Planned Expenditure:** Based on current budget the estimated planned funding for the 10-year period is \$100M or \$10M on average per year. This is circa 120% of the total expenditure to sustain the desired technical level of service.

Council has allocated approximately \$5M 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 expected level of service. Whilst Figure 2 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.

**LTFP Renewal:** funding options adopted in the Transport AMP are:

- Roads – \$5M p.a.
- Kerbs – \$500k p.a.
- Footpaths – \$700k p.a.

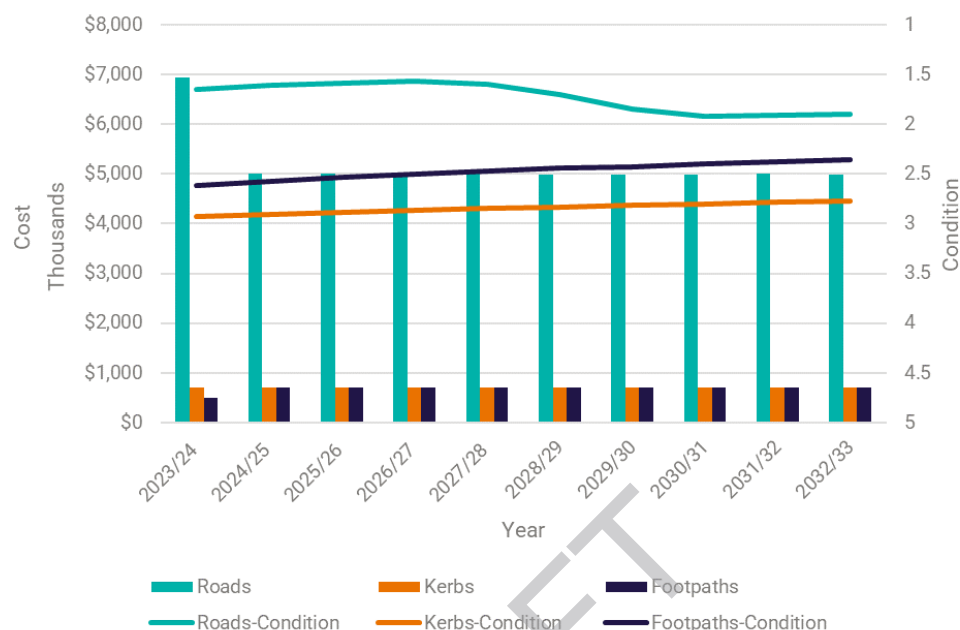


Figure 3: LTFP Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year (Transport)

Allocating this level of funding is considered reasonable to maintain community expectations over the next 10 years. Future Transport AMP 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.

### 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.

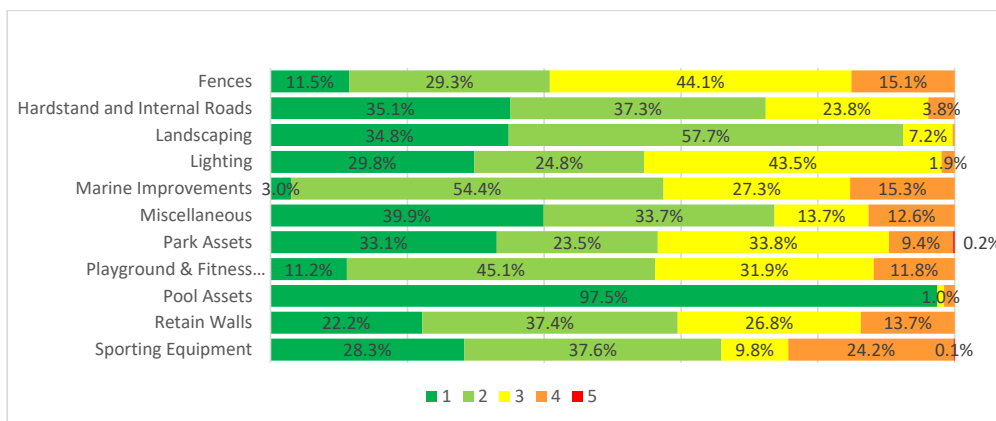


Figure 4: Condition Summary of Open Space Portfolio.

#### Asset Management Desired Renewal Funding:

Based on an intervention level as documented in the Open Space AMP, modelling predicts that approximately \$14.6M in funding is required in a given financial year to renew Open Space assets that are reaching the intervention level.

#### Desired Total Expenditure:

The forecast of 10-year total required expenditure (operation, maintenance, renewal) is estimated \$18M on average per year.

#### LTFP Planned Total Expenditure:

Based on current budget the estimated planned funding for the 10-year period is \$12.75M on average per year. This is 70% of the total expenditure to sustain the desired technical level of service. The anticipated forecast budget for Open Space Assets leaves a shortfall of \$5.25M average per year of the desired total expenditure costs.

#### LTFP Renewal:

\$10.75 M average per year over the next years. The modeling, using the forecast renewal funding as per Figure 7, shows that the budgeted renewal funding would be reasonable to maintain average network condition level at circa 2 out of 5 i.e., "Good" condition.

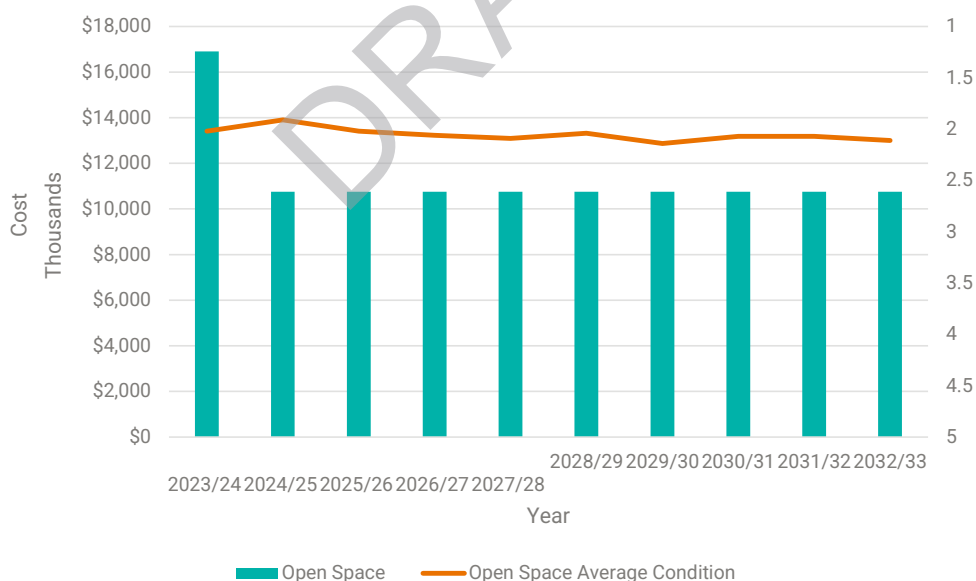


Figure 7: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

### 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.

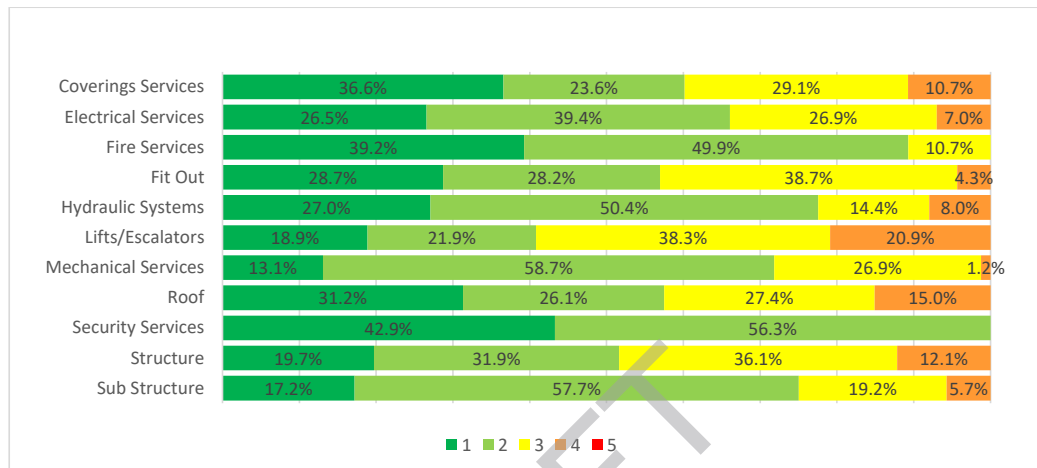


Figure 8: Building Asset component condition distribution.

The above figure shows the 2023 Building Component Condition distribution. Based on the distribution, the majority of the network is in “Very good” or “Good” condition. In contrast, less than 10% of the portfolio is in in “Poor” or “Very Poor” condition.

#### Asset Management Desired Renewal Funding:

Based on an intervention level as documented in the Building AMP, modelling predicts that approximately \$12.5M in funding is required in a given financial year to renew Buildings assets that are reaching the intervention level.

#### Desired Total Expenditure:

The forecast of 10-year total required expenditure (operation, maintenance, renewal) is \$210 M or \$21 M on average per year.

#### LTFP Planned Total Expenditure:

The estimated available funding for the 10-year period is \$157 M or \$15.7 M on average per year. This is 75% of the cost to sustain the desired technical level of service. The forecast expenditure for Building Assets leaves a shortfall of \$5.3 M average per year of the forecast total expenditure required to keep the condition at the desired intervention as per the AMP.

#### LTFP Renewal:

\$9.25 M average per year over the next years. The modeling, using the forecast renewal funding as per Figure 9, shows that the budgeted renewal funding would be reasonable to maintain average network condition level at circa 2 out of 5 i.e., “Good” condition.

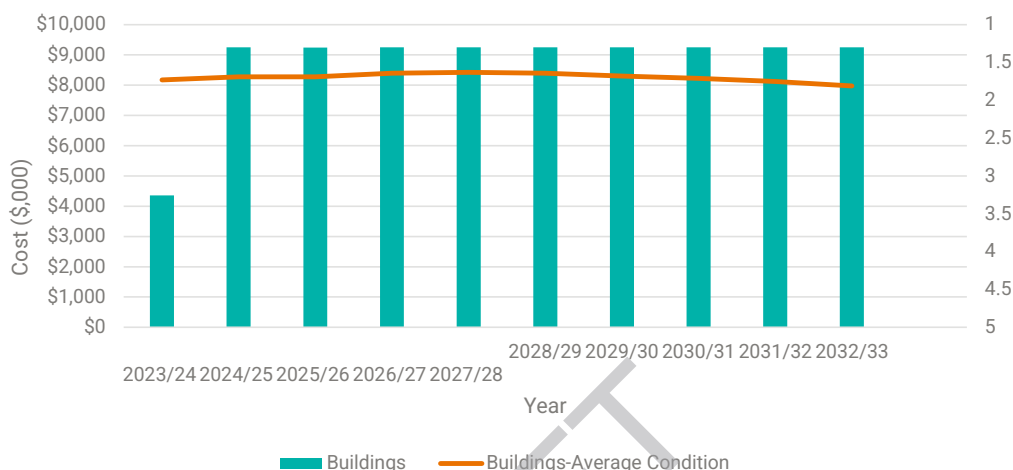


Figure 9: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

It should be noted that Council Officers are currently modelling acquisitions and disposals, and they are not shown in this graph.

### Stormwater Drainage – a snapshot

Council’s Stormwater Drainage Services provide for the effective and efficient movement of water via overland flow paths and underground pipes and open channels.

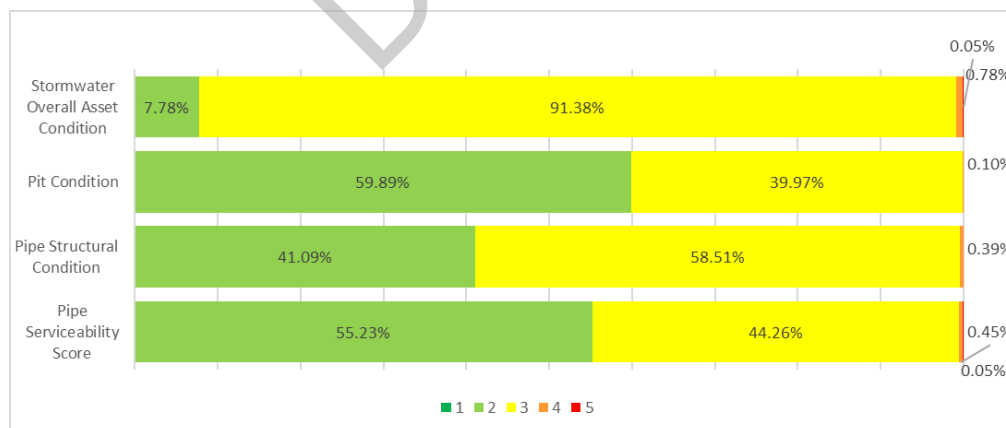


Figure 10: Current Condition Distribution as a % of replacement value for each stormwater drainage as per Report on infrastructure 30<sup>th</sup> June 2023.

### Desired Renewal Funding:



Based on an intervention level as documented in the Stormwater AMP, modelling predicts that approximately \$1.5M in funding is required in a given financial year to renew the stormwater assets that are reaching the intervention level.

#### Total Desired Expenditure:

The forecast of 10-year total required expenditure (operation, maintenance, renewal) is estimated at \$21M or \$ 2.1M on average per year.

#### LTFP Expenditure:

Based on current budget the estimated planned funding for the 10-year period is \$13 M or \$1.3 M on average per year. This is circa 62% of the total expenditure to sustain the desired technical level of service.

#### LTFP Renewal:

Council has allocated approximately \$1.0M per annum for renewals in the Long-term Financial Plan (LTFP). Funding renewal at this level, will still result in Council delivering expected level of service. 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.

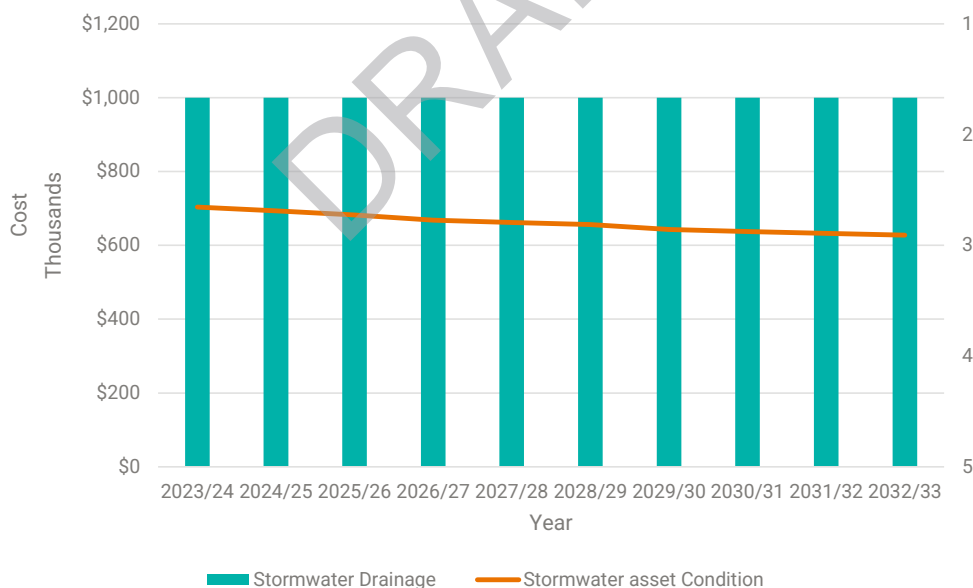


Figure 11: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

### 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 requirement to intervene earlier is asset renewals, 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.

The 10-Year AMPs provide a Risk Plan for each asset class. This Plan indicated what service or asset is at risk, what can happen, what is the risk rating, the risk treatment plan, residual risk, and treatment costs.

## Where do we want to be?

### The Community Strategic Plan 2025– 2035

The Plan 2025 - 2035 is Georges Rivers Community Strategic Plan (CSP). The Plan identifies the following five pillars that underpin our work for the community:

1. Our community
2. Our green environment
3. Our economy
4. Our built environment
5. Our governance

Councils Infrastructure assets are the vehicle to help Council achieve the goals set out in the Community Strategic Plan (CSP).

**Our Buildings:** Council's buildings have been constructed over time and serve a range of purposes from civic administration, depot facilities to libraries, childcare and amenities. These

buildings may be owned by Council, leased or managed in order to facilitate the delivery of required services to the community.

**Our Transport network:** The network supports the community and visitors access places of work, leisure, and other destinations via public transport, active transport, and motor vehicle. The network managed to do so in a safe efficient manner.

**Our Open Spaces:** Represent a significant investment by Council and are of vital importance to providing residents and neighbouring communities with quality services. In recent times, Council public open spaces have been identified as being more valued by communities, with increasing proportions of people using their local parks and streets for walking, cycling, social interaction, and fitness. The way people use public open spaces and recreation facilities will continue to change over time for individual and small group activities, social cohesion, and connection, health, and wellbeing, and for informal recreation and access to nature.

**Our Stormwater network:** Our stormwater network manages and directs rainwater runoff from urban areas to prevent flooding. These systems collect rainwater from streets, roofs, and other surfaces, then channel it through a network of drains, pipes, and channels to natural water. This helps protect infrastructure, reduce erosion, and improve water quality by filtering out pollutants before the water reaches natural waterways.

### Level of Service

Council undertakes customer surveys to understand and identify community priorities for the Georges River LGA and identify the community's overall level of satisfaction. The most recent Community Satisfaction and Wellbeing Survey which was conducted in April 2023 offers Council a long-term measure of our performance for each asset class.

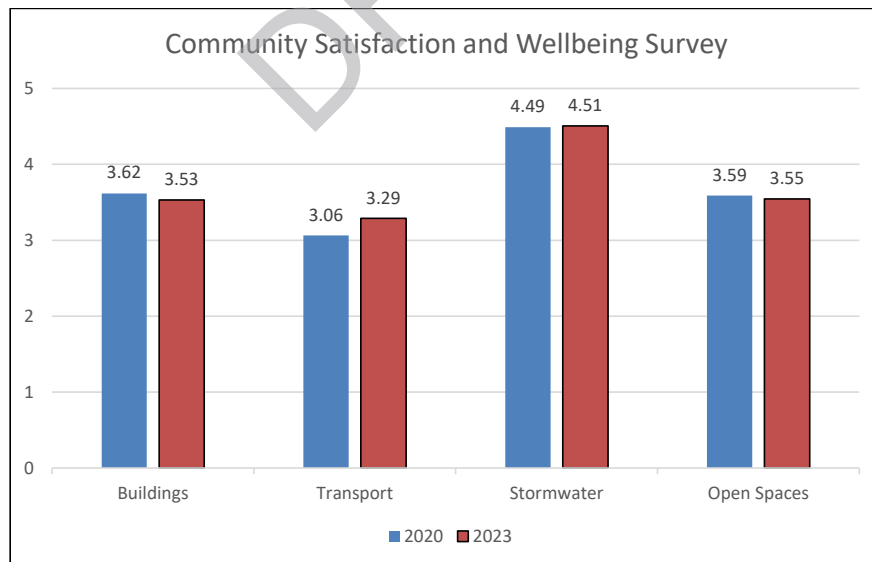


Figure 12: AMP data derived from Community Satisfaction and Wellbeing Survey 2023

Comparison of average service provision by Council across four asset classes between 2020 and 2023. A score of 1 represents 'not at all satisfied' whilst a score of 5 represents 'very satisfied'.

- Satisfaction had slightly improved with the Transport and Stormwater Servicing.
- Satisfaction had slightly declined for Buildings and Open Space Servicing.

**The Community Satisfaction and Wellbeing Survey identified the following areas in need of improvement or aspiration:**

- Cultural and/or artistic community, along with unusual or unique buildings and/or public space design.
- A growing and ageing population suggests that demand for facilities.
- Will need to cater for additional new / upgraded aged care/ health and childcare facilities, community facilities such as libraries with new smart technology and recreational and social facilities.
- Managing congestion, the condition of local roads, cycle facilities.
- Changes in population demographics, such as the increase in older residents require.
- Council to ensure adequate footpaths & bus shelters are provided in those areas, whilst an increase in younger residents will require access to cycleways and shared pathways to accommodate both demographics.
- Future focus should be on public swimming pools and public toilets.
- Recreation spaces and activities must support flexible uses, support sharing.
- and conviviality and reduce conflict between users.
- Ease of driving and parking, along with the condition of footpaths

Due to the consistency in community satisfaction scores, Council works off an accepted condition rating of between 2-3. This rating was established in 2017 after 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.

## 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 table presents a summary of the ten-year expenditure forecast for Council's infrastructure assets based on current renewal, operational and maintenance expenditure:

Renewal projections are an average per year.

Financial Forecasts - 10yr Financial Projection based on required life cycle expenditure										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Required Renewal	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733
Forecast Renewal	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200
Total Shortfall	-9,533	-9,533	-9,533	-9,533	-9,533	-9,533	-9,533	-9,533	-9,533	-9,533

Table 2 Ten-year capital expenditure forecast for Council's infrastructure assets										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Required O&M	15,311	15,768	16,243	16,728	17,231	17,747	18,281	18,828	19,395	19,977
Forecast O&M	12,515	12,597	12,681	12,768	12,858	12,949	13,044	13,142	13,242	13,337
Total Shortfall	-2,796	-3,171	-3,562	-3,960	-4,373	-4,798	-5,237	-5,686	-6,153	-6,640

Table 3: Ten-year maintenance and operational expenditure forecast for Council's infrastructure assets.

Financial Forecasts - 10yr Financial Projection based on proposed LTFP										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Roads - Renewal	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Roads - O&M	1,675	1,712	1,750	1,789	1,829	1,870	1,913	1,957	2,002	2,042

Kerbs - Renewal	500	500	500	500	500	500	500	500	500	500
Kerbs - O&M	500	515	530	546	563	580	597	615	633	652
Footpath Renewal	700	700	700	700	700	700	700	700	700	700
Footpath - O&M	1,540	1,570	1,601	1,633	1,666	1,699	1,734	1,770	1,807	1,843
Stormwater Renewal	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Stormwater - O&M	300	300	300	300	300	300	300	300	300	300
Open Space - Renewal	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750
Open Space O&M	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Building - Renewal	9,250	9,250	9,250	9,250	9,250	9,250	9,250	9,250	9,250	9,250
Buildings O&M	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
RENEWAL	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200
O&M	12,515	12,597	12,681	12,768	12,858	12,949	13,044	13,142	13,242	13,337

Table 4: Ten-year financial forecasts based on proposed LTFF.

Financial Forecasts - 10yr Financial Projection based on Required lifecycle expenditure										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
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	1,725	1,776	1,830	1,884	1,941	1,999	2,059	2,121	2,185	2,251
Kerbs - Renewal	500	500	500	500	500	500	500	500	500	500
Kerbs - O&M	786	809	833	858	884	911	938	966	995	1,025
Footpath Renewal	700	700	700	700	700	700	700	700	700	700
Footpath - O&M	1,473	1,517	1,563	1,609	1,658	1,707	1,759	1,811	1,866	1,922
Stormwater Renewal	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Stormwater - O&M	533	548	565	582	599	617	636	655	675	695
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	3,057	3,149	3,244	3,341	3,441	3,544	3,651	3,760	3,873	3,989
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	7,737	7,969	8,208	8,454	8,708	8,969	9,238	9,515	9,801	10,095
RENEWAL	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733
O&M	15,311	15,768	16,243	16,728	17,231	17,747	18,281	18,828	19,395	19,977

Table 5 Ten-year financial forecasts based on required lifecycle expenditure



## Monitoring Asset Management Performance - Infrastructure Sustainability

**Operation and Maintenance Ratio (current funding level as per LTFP vs required funding level):** Council's forecasted operational and maintenance budget is in line with required maintenance expenditure for the next 10 years achieving an average annual forecast O&M ratio greater than 65%.

**Renewal Ratio (current funding level as per LTFP vs required funding level):** The current renewal ratio of circa 74% 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 pivoting the focus of capital works programming to focus ensuring the service delivery of our existing asset portfolio. 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	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Projected Renewal Ratio (%)	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%
Projected O&M Ratio (%)	82%	80%	78%	76%	75%	73%	71%	70%	68%	67%

Table 6: 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 CSP and Delivery Program. Class based AMPs 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, AMP, Long Term Financial Plan, Asset Systems, data collection, condition reporting and service levels.	MSP, CFO	High	Ongoing
2	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.	Councillors ET MSP	High	Ongoing
3	Participate and action the Asset Management Maturity Audit	Ensure appropriate resources and support is available to implement the recommendations of the report	ET	High	25/26 – 26/27
3	Accurate asset data	Review and refine asset data. This includes existing data and hierarchy as well as ongoing cyclic condition assessments.	CAM	High	25/26
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	25/26
5	Develop a roles and responsibilities matrix to streamline asset management responsibilities	Define key roles and responsibilities across all asset classes to ensure appropriate decision-making controls and efficiencies	MSP	Medium	25/26
6	Advocate for the implementation of an appropriate asset management system	Review current system capabilities and undertake a gap analysis	IMT, MSP and CFO	High	25/26
7	Work towards the development of the 10-year Capital Works Program	Develop the 10-year Capital Works Program and include disposal plan including more enhanced condition assessments.	MSP	Medium	26/27

Table 9: Asset Management Improvement Plan

Key -

ET – Executive Team

CFO – Chief Financial Officer

MSP – Manager Strategic Placemaking

CAM – Coordinator Asset Management

AS – Asset Specialists

AMSC – Asset Management Steering Committee

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# Long Term Financial Plan

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## Introduction

### What is the Long Term Financial Plan?

The Long-Term Financial Plan (LTFP) is a vital strategic tool used by Council to plan and manage its finances over a period of 10 years or more. As an integral part of Council's Resourcing Strategy, the LTFP provides a financial roadmap to ensure the long-term sustainability of services and infrastructure, while aligning with the objectives of the Community Strategic Plan and the Delivery Program.

The Plan ensures financial sustainability and helps Council avoid potential financial crises by incorporating financial modelling that identifies risks, tests resilience to unexpected events, and supports informed decision-making. It also provides a mechanism to identify and address financial issues early, strengthening Council's ability to maintain service levels and responsibly manage its obligations.

The LTFP is guided by the principles of sound financial management set out in Section 8B of the Local Government Act 1993. These include:

1. Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure
2. Investing in infrastructure that delivers long-term community benefit and is financially viable
3. Implementing effective financial and asset management practices, including:
  - performance reporting
  - proactive asset maintenance
  - sound funding decisions
  - comprehensive risk management
4. Considering inter-generational equity by:
  - evaluating the long-term financial impacts of policy decisions
  - ensuring the current generation funds the services it consumes.

### Emerging Global Financial Sustainability Trends

Global economic and financial trends are reshaping how councils plan, invest, and deliver sustainable community outcomes. These influences are increasingly shaping the strategic direction of long-term financial planning in local government:

- Financial resilience and sustainability: Rising inflation, supply chain volatility, and cost-of-living pressures are impacting council budgets. LTFPs must embed strategies to ensure long-term financial resilience through scenario planning, prudent debt management, and sustainable service delivery models.
- Infrastructure funding and renewal gaps: Globally, public infrastructure is ageing while expectations for quality and accessibility grow. Councils must strategically manage asset renewal, lifecycle costing, and capital prioritisation to ensure intergenerational equity and fiscal responsibility.
- Digital transformation and investment: Increasing reliance on digital systems, automation, and smart technologies requires upfront investment and ongoing operational funding. LTFPs must account for these evolving cost profiles while ensuring digital investments deliver long-term efficiencies.



- Climate risk and adaptation funding: Climate change is driving increased investment in mitigation, resilience, and emergency preparedness. Financial planning must integrate environmental risk and allocate funding for adaptation infrastructure and sustainability initiatives.
- Community expectations and service affordability: Ratepayers expect modern, responsive services, but cost escalation and revenue constraints require councils to find a balance between affordability, value for money, and long-term fiscal sustainability.
- Data-driven decision-making and transparency: There is growing global emphasis on evidence-based financial planning. Councils must leverage data and performance insights to inform LTFPs, improve community trust, and support transparent, strategic decision-making.

### Financial Models Overview

To support long-term planning and informed decision-making, Council has developed three financial models that outline potential future operating outcomes under varying assumptions. These models provide a framework to assess Council's financial position, evaluate possible corrective actions, and ensure services remain affordable and sustainable over time. The three models explored are:

- Model1–Current Financial Baseline: Based on the adopted 2025/26 Budget, reflecting the most likely scenario under existing assumptions.
- Model 2 – Optimistic Scenario: Reflects improved economic conditions and favourable financial settings.
- Model 3 – Adverse Conditions Scenario: Demonstrates the impact of more constrained revenue and rising costs.

The Special Rate Variation (SRV), introduced in 2021/22, enters its final year in 2025/26. It has played a vital role in restoring financial stability. From 2026/27, the return to the standard rate peg will present new challenges. All financial models include a consistent assumption that the Carss Park Aquatic Facility will be acquired and become operational. The facility is projected to operate at an annual net cost of approximately \$2 million, inclusive of depreciation. Council's capital contribution is currently capped at \$17.5 million, which incorporates a \$10 million construction contribution, site remediation expenses, and costs associated with studies completed to date.

Further detail on assumptions, projections, and comparative outcomes for each model is provided in the Appendix.

## Our Challenges

### Financial Sustainability

Long-term financial sustainability is critical to maintaining services, renewing infrastructure, and meeting future community needs. Although Council has achieved operating surpluses in recent years, projected expenditure is expected to outpace income over the next decade. The Special Rate Variation (SRV) has helped stabilise finances but will conclude after 2025/26, reducing income unless future rate increases align with rising service costs. Inflation and higher-than-forecast wage growth may further widen the budget gap and impact Council's ability to maintain a sustainable financial position.

### Assets and Infrastructure

Council is responsible for a large and ageing asset base. Underinvestment in renewal can lead to costly repairs or service failure. The LTFP must ensure sustainable funding for maintenance and renewal to protect community assets and avoid intergenerational inequity.

### People and Culture

Attracting and retaining skilled staff in a competitive market is a growing challenge. Rising employee costs and workforce shortages can affect service delivery and financial performance. Council must plan for workforce resilience and capacity within its financial framework.

### Climate Change

The financial impacts of climate-related events—such as flooding, heatwaves, and infrastructure degradation—are increasing. Councils must plan for both mitigation and adaptation strategies, embedding climate resilience into long-term financial modelling and asset planning.

### Housing Infrastructure

Population growth and housing demand place increasing pressure on local infrastructure. Councils must manage the financial implications of development—ensuring that contributions, grants, and funding strategies are sufficient to support essential services and community facilities.

### Social Cohesion

Councils play a vital role in maintaining inclusive, connected communities. Social and economic pressures—such as cost of living, housing stress, and inequality—can challenge cohesion. The LTFP must support programs and infrastructure that foster community wellbeing and resilience.

### Digital Transformation Costs

Modernising Council services to meet community expectations requires ongoing investment in technology, systems, and capability. While digital transformation delivers long-term efficiencies and improved service delivery, it involves significant upfront and ongoing costs.

## Where are we now?

### Current Financial Baseline (2025/26 Budget)

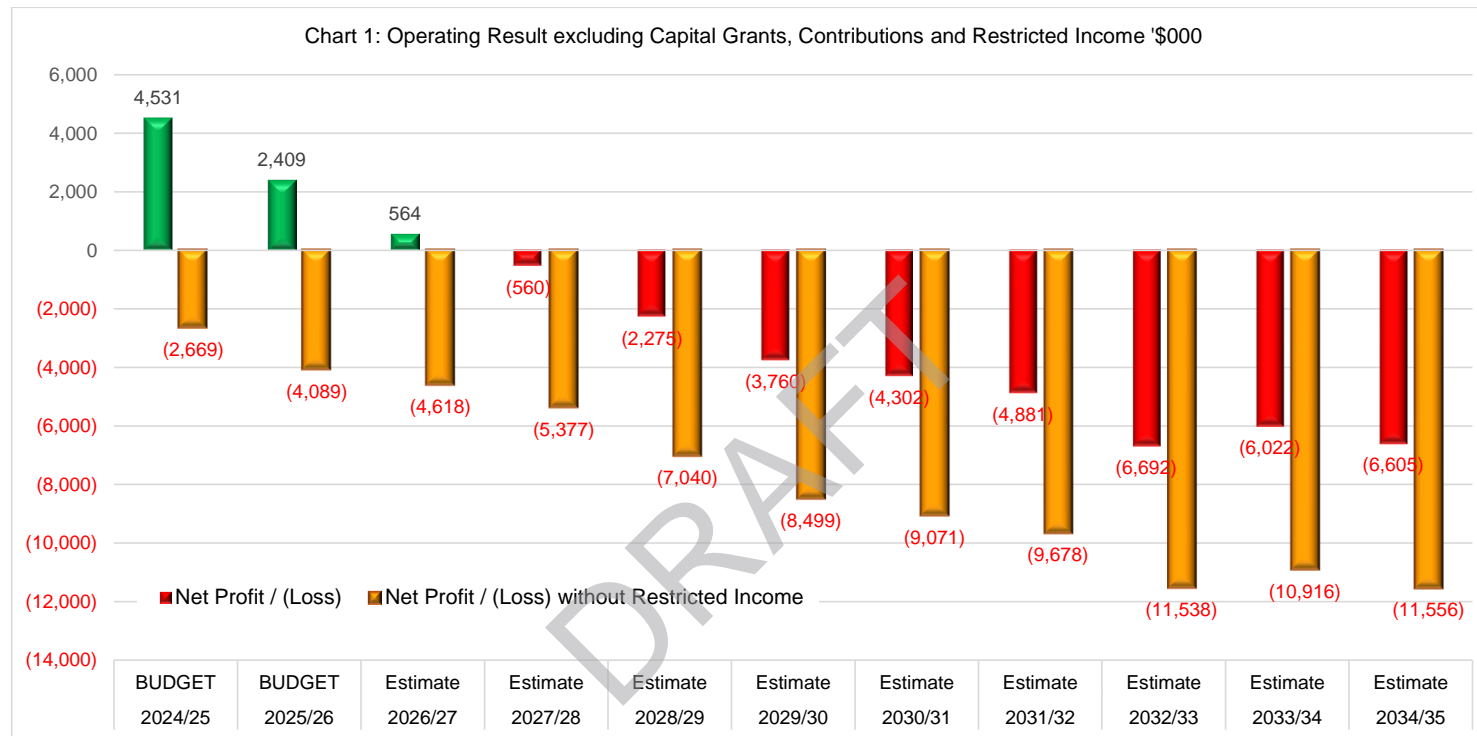
The 2025/26 Budget has been prepared to reflect Council's continued commitment to long-term financial sustainability. It delivers a forecast operating surplus of \$2.4 million (excluding capital grants), supporting responsible fiscal management.

Rates and Annual Charges remain the primary source of income. The Special Rate Variation (SRV) of 5.8%, introduced in 2021/22, is to conclude in 2025/26. As outlined in the table below the SRV and budget strategy has been fundamental in returning Council to operating surpluses and sustainable cash levels that can be directed into asset renewal and assist funding of new assets.

Adopted Budget Result - Surplus/(Deficit)								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Georges River</b>	(\$10.7m)	(\$7.9m)	(\$3.2m)	(\$4.5m)	\$1.2m	\$3.4m	\$2m	\$2.4
<b>Special Rate Variation and Rate Peg Estimate</b>	Rate Peg	Rate Peg	Rate Peg	SRV and Rate Peg	SRV and Rate Peg	SRV and Rate Peg	SRV and Rate Peg	SRV and Rate Peg
<b>Unrestricted Cash* (Target 20-30%)</b>	\$1.8m	\$0.03m	\$7.2m	\$10m	\$17.7m	\$22.0m	\$28.9m	\$30.3m

Council's financial position remains stable, supported by consistent operating surpluses in recent years. However, projections for the next two to three years show a shift towards operating deficits, mainly due to the conclusion of the Special Rate Variation (SRV) in 2025/26 and increasing cost pressures. While current results appear positive, they are heavily influenced by interest income from cash investments, with around 60% coming from externally restricted funds that cannot be used for general operations. After adjusting for this, Council's underlying result shows a \$3 million deficit, a trend expected to continue. Monitoring this trend is crucial to provide a more accurate view of financial performance.

A material shift in Council's financial outlook is the planned acquisition of the Carss Park Aquatic Facility, currently being delivered by the NSW State Government. Council will assume responsibility for operations and asset, with an anticipated annual cost of \$2 million including depreciation. This introduces a new ongoing cost, and planning will be required to explore options to mitigate its financial impact and strengthen long-term sustainability.



On a positive note, Council's cash position remains strong. This has enhanced our capacity to increase investment in asset renewal, reducing reliance on external grants and developer contributions. All key financial ratios, except the asset renewal ratio, currently meet or exceed industry benchmarks. However, based on existing forecasts, these ratios are expected to come under pressure in future years, reinforcing the need for a proactive approach to financial management and service planning. Priorities to address the financial challenges projected are outlined within this document.

## Cash Management

Cash flow and profit are both important indicators of financial performance and it is critical to acknowledge the differences when establishing financial health and in financial decisions.

Cash flow is fundamental to Council operations, it became high-risk during the COVID-19 pandemic economic distress, which was further exacerbated by Council's historically deteriorating financial position at the time, distress in 2019/20

Council's Cash Reserves are generally restricted into the following funds:

- **60% Externally Restricted Funds** - contributions and levies received under section 7.11 and section 7.12 of the *Environmental Planning and Assessment Act 1979* and other funds. Council is statutorily obligated to restrict their use.
- **30% Internally Restricted Funds** - funds required to be isolated, as per section 8 of the *Local Government Act 1993* which are set aside by Council e.g.: asset renewal, bonds, leave entitlements, election reserve.
- **10% Unrestricted Funds** - used as working capital to ensure the comprehensive financing of normal business operations and unforeseen events.

The following Table represents the actual cash balances up to 2023/24 and the forecast balances to 2028/29.

Cash Balances \$'000										
	2019/20	2020/21	2021/22	2022/23	2023/24	F'cast 2024/25	F'cast 2025/26	F'cast 2026/27	F'cast 2027/28	F'cast 2028/29
Externally Restricted	102,013	103,718	115,976	136,970	139,697	141,066	142,546	150,168	155,330	162,263
Internally Restricted	43,116	49,357	61,818	72,352	80,604	83,744	93,833	97,331	100,677	105,170
<b>Total Restricted</b>	145,129	153,075	177,794	209,322	220,301	224,810	236,379	247,499	256,008	267,433
Unrestricted	28	7,217	10,000	17,748	21,979	28,684	30,278	30,590	31,641	33,054
<b>Total Cash</b>	145,157	160,292	187,794	227,070	242,280	253,494	266,657	278,089	287,649	300,487

The table below outlines the Council's financial reserves and the purpose of use, divided into external and internal reserves.

Reserve Name	Purpose/Restriction on Use	2023/24 Actual \$'000	2024/25 Budget \$'000	2025/26 Budget \$'000
<b>Externally Restricted Reserves</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.	107,841	116,103	116,481
Specific Purpose Unexpended Grants	Unspent grants received that are designated for specific outcomes as stipulated by agreement	5,045	5,045	5,045
Domestic Waste Management Reserve	Surplus funds associated with the Waste Management Charge	21,500	15,503	16,393
Stormwater Management	Funds associated with the collection of the annual stormwater charge	2,578	1,658	1,808
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)	2,268	2,292	2,353
Infrastructure Plus	Remaining funds that are associated with the former Hurstville City Council Special Rate Variation that ceased on 30 June 2019.	372	372	372
Sub-Total		139,697	141,066	142,546
<b>Internally Restricted Reserves</b>				
Employee Leave Entitlements	Ensuring adequate reserves for employee leave liability (Annual Leave, Long Service Leave, etc.)	6,126	6,906	7,686
Plant and Vehicle Replacement	Funding the purchase and upkeep of Motor Vehicle and Plant Equipment	6,586	4,196	2,956
Election	Covering costs associated with the election cycle.	2,013	1,112	1,112
Childcare Assets Reserve	Reinvesting surplus funds into Council's Childcare assets.	843	277	277
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.	4,636	3,827	4,500
Bonds and Damage Deposits	Maintaining sufficient cash to refund bonds and damage deposits.	4,240	4,530	4,530
Merger Initiatives Allocation	Funds accumulated through the implementation of cost saving initiatives as a result of the Merger	538	538	538



Assets, Roads and Infrastructure Management	Accumulation of funds supporting the annual infrastructure asset renewal program; roads, stormwater, transport, open space, buildings, etc.	18,547	26,226	29,366
Commercial Property	Investing in community-benefiting commercial initiatives.	17,866	15,892	14,592
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	142	178	214
Tree Preservation	Accumulation of funds through for Tree management practices at Council.	1,180	1,180	1,180
Aquatic Facilities	Accumulation of funds for the renewal of material infrastructure.	58	-	-
Outdoor Sports Fields Renewal Reserve	Accumulation of funds for the renewal of material infrastructure.	114	2,314	4,314
Heritage Building Grants Program Reserve	Funds held for to support the Heritage Building Grants Program	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
Co-Contributions	Council's contribution to co-fund developer contributions infrastructure to ensure the timely delivery in line with population growth. Council's co-contribution would be capped at 50% of the total project cost, to a maximum of \$2 million per project.	8,975	7,850	10,850
Carss Park Aquatic Facility Construction Contribution	Council's contribution to the construction of an Aquatic facility at Carss Park	-	-	3,000
Sub-Total		80,604	83,744	93,833
<b>Total</b>		<b>220,301</b>	<b>224,810</b>	<b>236,378</b>
Unrestricted Cash	Used as working capital to ensure the comprehensive financing of normal business operations and unforeseen events.	21,979	28,684	30,278
<b>Total Cash Reserve Balances</b>		<b>242,280</b>	<b>253,494</b>	<b>266,656</b>

### Local Infrastructure Contribution Projects

The NSW Local Infrastructure Contributions (LIC) system enables councils to fund infrastructure needed to support new and growing communities. Under Section 7.11 of the *Environmental Planning and Assessment Act 1979*, councils can levy developers to help pay for necessary infrastructure such as roads, open space, and community facilities. In addition, Voluntary Planning Agreements (VPAs) allow councils and developers to agree on contributions outside of a contributions plan, as permitted under Section 7.4 of the Act.

As development occurs over time, there can be a delay between when contributions are collected and when infrastructure is delivered. The table below highlights the Value of works contained in s7.11 and s7.12 works schedules, at the time of adoption in 2021, 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>			
Open Space	\$173,990,852	\$143,873,354	\$30,117,498
Open Space Upgrades	\$82,920,936	\$58,614,542	\$24,306,394
Open Space Acquisition	\$91,069,916	\$85,258,812	\$5,811,104
Community and Recreational Facilities	\$96,399,508	\$44,727,899	\$51,671,609
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
Public Domain	\$88,206,305	\$13,230,946	\$74,975,359
Transport	\$41,899,118	\$6,284,867	\$35,614,251
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>

### Key Performance Indicators

Council monitors several core financial ratios and indicators to assess and report on financial health, in line with the Local Government Code of Accounting Practice and Financial Reporting.

- **Operating Performance Ratio:** Reflects the underlying operational result (excluding capital grants). The ratio indicates a declining trend post-2025/26, once the SRV ends, with increasing negative results from 2027/28. This highlights the need for future corrective financial measures to restore operating surpluses.
- **Unrestricted Current Ratio:** Remains consistently above 2.0, exceeding the industry benchmark of 1.5–2.0, and confirms Council's capacity to meet short-term obligations.
- **Cash Expense Cover Ratio:** Demonstrates Council's ability to fund operations with available cash. Although Council holds a healthy cash balance, approximately 60% is externally restricted, and 30–35% internally restricted, leaving only 5–10% as unrestricted working capital.
- **Debtor Days Outstanding (Rates):** Currently averaging 17 days, reflecting strong performance in rate collection and contributing positively to liquidity.
- **Debt Service Cover Ratio:** At 0.0, indicating that Council is debt-free and funds all capital works from internal reserves without reliance on borrowings.
- **Buildings and Infrastructure Renewal Ratio:** Georges River Council is responsible for managing a wide array of community infrastructure. The Buildings and Infrastructure Renewal Ratio measures Council's investment in renewing existing assets compared to their rate of depreciation.

A result of 100% or higher is considered sustainable. Depreciation in 2025/26 is forecast at \$32.3 million, requiring at least an equivalent amount to be invested in asset renewal. Recent results 2022/23: 54% and 2023/24: 78%. These outcomes underline the importance of maintaining budget surpluses to ensure adequate investment in the renewal of critical infrastructure and to sustain service delivery into the future.

## What are our priorities?

At Georges River Council, long-term financial sustainability underpins our ability to deliver reliable, high-quality services to the community. Our Long-Term Financial Plan (LTFP) ensures that resources are strategically allocated, future commitments are responsibly managed, and decision-making is guided by sound financial principles.

### Our Priorities for 2025-29

Between 2025 and 2029, our focus remains on maintaining a financially sustainable organisation that is responsive to community needs and resilient to economic shifts. These priorities will support a balanced budget, maintain service levels, and uphold Council's long-term financial health.

Action	Strategic Objective	Status
Employee cost budget frozen or mandated reductions	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Reduction in materials, contracts and consultants	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Increase eligible fees and charges	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Capital program is restricted to funded projects only	Investing in infrastructure that delivers long-term community benefit and is financially viable	Applied to 2025/26 Budget
Undertake service reviews on discretionary services	Implementing effective financial and asset management practices: sound funding decisions	Applied to 2025/26 Budget
Increase vacancy rates, extend vacancy periods	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Reduce staff benefits (non Award)	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Dispose of underperforming/surplus assets	Implementing effective financial and asset management practices: comprehensive risk management	Applied to 2025/26 Budget

Action	Strategic Objective	Status
Deferral of capital and operational projects	Implementing effective financial and asset management practices: proactive asset maintenance	Applied to 2025/26 Budget
Include/remove items from the budget	Implementing effective financial and asset management practices: performance reporting	Applied to 2025/26 Budget
Apply strict cost recovery principles	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Environmental Levy modelling and consultation plan	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Not Started, commencing 2025/26
Feasibility Study on Parking Meter Implementation	Investing in infrastructure that delivers long-term community benefit and is financially viable	Not Started, commencing 2025/26
Service Reviews: Records and Information (Data) Management	Implementing effective financial and asset management practices: performance reporting	Not Started, commencing 2025/26
Service Reviews: Grants Financial Assistance	Implementing effective financial and asset management practices: sound funding decisions	Not Started, commencing 2025/26
Service Reviews: Sportsfields Maintenance	Implementing effective financial and asset management practices: proactive asset maintenance	Not Started, commencing 2025/26
Streamlining Fees and Charges Across Community and Cultural Services	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Not Started, commencing 2025/26
Development and Implementation of Asset Management Plans & Programmed Maintenance Schedules for Key Asset Classes	Implementing effective financial and asset management practices: proactive asset maintenance	Not Started, commencing 2025/26
Strategic Review of Asset Portfolio, Focusing on Community and Commercial Assets	Implementing effective financial and asset management practices: comprehensive risk management	Not Started, commencing 2025/26
Optimisation of Community Facilities and Assets for Enhanced Usage or Decommissioning	Considering inter-generational equity: evaluating the long-term financial impacts of policy decisions	Not Started, commencing 2025/26

Action	Strategic Objective	Status
Assess and adjust the acceptable condition levels for assets	Implementing effective financial and asset management practices: proactive asset maintenance	Not Started, requires schedule
Advocate for more transparency in revenue collection methods related to cost shifting	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Ongoing
Advocate for adjustments in statutory charges to align with the actual costs of services	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Ongoing
Annually review and define the levels of subsidies for relevant operations	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Applied to 2025/26 Budget
Consider redevelopment of suitable assets to generate additional revenue sources	Investing in infrastructure that delivers long-term community benefit and is financially viable	Ongoing
Explore additional revenue streams through user fees	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Ongoing
Evaluate employee costs and staffing levels via service reviews and community expectations	Implementing effective financial and asset management practices: sound funding decisions	Not Started, requires schedule
Introduce a special rate variation	Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure	Not Started, requires scheduled



## Appendices

### Model Sensitivity and Assumption Statement

In planning for current and future forecasts, we have made assumptions on factors outside 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.

Assumption / Sensitivity Category	Description
Population Growth	<p>The population of the area is projected to grow steadily over the next 15 years. In 2021, the total number of residents was 162,794. By 2026, this number is expected to increase to 170,524, and by 2031, it will reach 177,933. By 2036, the population is anticipated to rise to 185,346. This represents a total increase of 22,552 residents from 2021 to 2036, which is a growth rate of 13.9%.</p> <p>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.</p> <p>In 2023, The Independent Pricing and Regulatory Tribunal (IPART) 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.</p>
Rating	<p>Council Rates is a tax on properties, payable by their owners. The tax is calculated 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 impact of special rate variations and application of the new rate peg and population growth factor.</p>

Assumption / Sensitivity Category	Description
	<p>A 1% decrease in the forecast interest rate from 2026/27 will result in a \$22 million decline in income over 10 years. The forecast interest rate is set at 3.0% in 2025/26 and 2026/27 and reduces to 2.75% from 2027/28 onwards. This rate is considered conservative compared to the current market rate. As such, a further reduction is less likely to occur.</p> <p>After the current SRV is terminated at the end of 2025/26, the model assumes a Rate Peg of 3.0% over the balance period of the financial plan to 2034/35. In the unlikely event that the Rate Peg is reduced by 1% over this period, the adverse cumulative impact on Council results could be \$49 million.</p>
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.
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.
Employee Benefits and On Costs	<p>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:</p> <ul style="list-style-type: none"> <li>Assumed annual award increase of 3.0% p.a. in 2025/26 and continuing at the same rate thereafter.</li> <li>Progressive increases in superannuation up to 12% ending in 2025/26</li> <li>No change in existing employee resourcing levels</li> <li>A 5% mandated vacancy rate in establishment permanent positions each financial year</li> <li>Annual productivity initiatives such as Christmas shut-down, vacancy rates, recruitment trends, and moderate training programs.</li> </ul>

Assumption / Sensitivity Category	Description
	<ul style="list-style-type: none"> <li>The Award mandated bonus incentive valued at \$500k per annum has been included in the 2024/25 and 2025/26 budgets to reward those employees who have been in employment in excess of 1 year. The bonus is discontinued from 2026/27 onwards.</li> </ul> <p>An additional 1% increase in the wage increase rate can adversely affect the net result by \$38 million over the same 10 year period.</p>
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 together with sufficient cash resources to fund the capital works program.
Inflation/CPI	A 1% increase in the Inflation rate can unfavorably affect the Result (net of Capital Grants) by \$1.7 million over the 10 year period (2025/26 to 2034/35).
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 2025/26 is 3.0%, with that rate held constant to the end of the forecasting period. The inflation outlook is still flexible and uncertain, for any reductions in the rate to be built into the forecasts. While the Domestic Waste Management costs have seen an increase under the new contract, 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.

Assumption / Sensitivity Category	Description
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.
Capital Works Program Forecasts	<p>Historical trends highlight grants and developer contributions have been the main contributor to fund the construction of new assets, while internal reserves and general revenue predominantly fund the renewal of existing assets. Grant and Developer Contributions are a volatile funding source, and the Georges River Council Contributions Plan highlights a gap in the required infrastructure and the likely forecast balance of the contributions in future years.</p> <p>Council achieving operating surpluses and regenerating the 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.</p> <p>The plan has assumed an annual program of \$35-\$40 million per year with the continued assumed funding of over 30% from external restricted funding sources.</p>

## Financial Models

### Model 1 – Current Financial Baseline (2025/26 Budget)

The 2025/26 Budget has been developed in line with Council's commitment to long-term financial sustainability. Model 1 delivers a surplus of \$2.4 million (excluding capital grants), however, projections show a gradual decline in surpluses beyond this year without further action.

The Special Rate Variation (SRV), introduced in 2021/22, concludes in 2025/26. Its expiry highlights the importance of the Rate Peg, which is assumed at 3.0% annually from 2026/27. While IPART may include a population factor in future determinations, no significant uplift is currently expected. Each 1% increase would deliver approximately \$1 million in additional annual income.

Key features and assumptions in Model 1 include:

- Capital – Projects are prioritised where they are predominantly renewal-focused and have an eligible funding source such as grants, developer contributions, or require minimal Council contribution.
- Cash – Council ensures that planned expenditure does not exceed available cash, while also accounting for future commitments, particularly asset renewal.
- Material Asset Acquisition – Council is planning to acquire Carss Park Pool by 30 June 2029 (or earlier if confirmed). From 1 July 2029, an estimated \$2 million annual operating loss is expected due to limited revenue-generating facilities (e.g. kiosk, gym, swim programs).
- Expenditure – The only new service-related cost is the inclusion of Carss Park Pool. Broader expenditure pressures are driven by elevated CPI and employee award increases, impacting Council's ability to maintain surpluses.
- Income – Growth in revenue remains constrained and does not keep pace with rising costs. Regulatory fees do not fully recover service delivery costs, and cost shifting continues. No new revenue sources are included in the base scenario.
- Interest Income – Expected to fall from 4.8% in 2023/24 to 3.0% in 2025/26, stabilising at 2.75% from 2027/28 due to market uncertainty.
- Inflation – Assumed at 3.0% annually, reflecting current trends.
- Employee Costs – Include a 5% vacancy rate and 3.0% annual award increase from 2026/27.
- Domestic Waste Management – Charges are set to fully recover costs and operate on a break-even basis.

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6] Resourcing Strategy 2025-2026

Model 1	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Income Statement	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue										
Rates and Annual Charges	133,044	137,034	141,145	145,379	149,739	154,230	158,856	163,622	168,531	173,586
User Charges and Fees	21,403	22,044	22,705	23,386	24,088	24,813	25,557	26,323	27,113	27,926
Interest and investment revenue	10,830	8,638	8,028	7,942	7,899	7,948	7,994	8,077	8,157	8,252
Grants and Contributions - Operating	9,067	9,340	9,619	9,908	10,205	10,512	10,826	11,151	11,486	11,830
Grants and Contributions - Capital	18,310	18,860	19,427	20,010	20,610	21,228	21,865	22,521	23,197	23,893
Other revenues	14,831	15,276	15,734	16,207	16,694	17,194	17,710	18,241	18,788	19,352
<b>Total Operating Revenue</b>	<b>207,485</b>	<b>211,192</b>	<b>216,658</b>	<b>222,832</b>	<b>229,235</b>	<b>235,925</b>	<b>242,808</b>	<b>249,935</b>	<b>257,272</b>	<b>264,839</b>
Operating Expenditure										
Employee Costs	(74,562)	(76,290)	(78,573)	(80,924)	(83,346)	(85,840)	(88,411)	(91,057)	(93,783)	(96,590)
Materials and Services	(74,932)	(77,180)	(79,495)	(82,982)	(85,536)	(88,102)	(90,746)	(94,720)	(96,273)	(99,159)
Other Expenses	(4,539)	(4,676)	(4,817)	(4,962)	(5,111)	(5,264)	(5,422)	(5,585)	(5,753)	(5,926)
<b>Total Operating Expenditure</b>	<b>(154,033)</b>	<b>(158,146)</b>	<b>(162,885)</b>	<b>(168,868)</b>	<b>(173,993)</b>	<b>(179,206)</b>	<b>(184,579)</b>	<b>(191,362)</b>	<b>(195,809)</b>	<b>(201,675)</b>
Depreciation	(32,342)	(33,214)	(34,482)	(35,787)	(37,932)	(39,315)	(40,748)	(42,226)	(43,749)	(45,315)
Financing costs (Interest Expenses)	(1)	(2)	(3)	(4)	(5)	(5)	(7)	(9)	(11)	(13)
Net gains/(losses) from Disposal of Assets	(390)	(406)	(422)	(438)	(455)	(473)	(491)	(509)	(528)	(548)
Transfer of Asset from NSW State Govt.	-	-	-	70,000	-	-	-	-	-	-
<b>Net Surplus/(Deficit)</b>	<b>20,719</b>	<b>19,424</b>	<b>18,866</b>	<b>87,735</b>	<b>16,850</b>	<b>16,926</b>	<b>16,983</b>	<b>15,829</b>	<b>17,175</b>	<b>17,288</b>
<b>Result Net of Capital Grants – Surplus/(Deficit)</b>	<b>2,409</b>	<b>564</b>	<b>(561)</b>	<b>(2,275)</b>	<b>(3,760)</b>	<b>(4,302)</b>	<b>(4,882)</b>	<b>(6,692)</b>	<b>(6,022)</b>	<b>(6,605)</b>



## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6]

Resourcing Strategy 2025-2026

Model 1	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
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>										
Current Assets										
Cash, Cash Equivalents & Investments	266,656	278,089	287,649	300,487	308,344	321,524	334,907	347,412	361,145	375,285
Receivables - Gross	12,709	12,642	12,865	13,193	13,540	13,911	14,294	14,695	15,108	15,533
Less: Provision for Impairment	(512)	(564)	(618)	(674)	(732)	(792)	(854)	(918)	(984)	(1,052)
Inventories	188	194	199	205	212	218	224	231	238	245
Other	550	550	550	550	550	550	550	550	550	550
Total Current Assets	279,591	290,911	300,645	313,761	321,914	335,411	349,121	361,970	376,057	390,561
Non-Current Assets										
Property, Plant & Equipment	1,713,066	1,722,650	1,732,154	1,811,084	1,816,128	1,821,091	1,825,971	1,830,762	1,835,461	1,840,067
Investment Property	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Right of Use Assets	80	108	121	119	102	69	65	59	26	(32)
Total Non-Current Assets	1,742,574	1,752,186	1,761,703	1,840,631	1,845,658	1,850,588	1,855,464	1,860,249	1,864,915	1,869,463
<b>Total Assets</b>	<b>2,022,165</b>	<b>2,043,097</b>	<b>2,062,348</b>	<b>2,154,392</b>	<b>2,167,572</b>	<b>2,185,999</b>	<b>2,204,585</b>	<b>2,222,219</b>	<b>2,240,972</b>	<b>2,260,024</b>
<b>LIABILITIES</b>										
Current Liabilities										
Payables	(28,307)	(29,333)	(29,103)	(32,776)	(28,458)	(29,292)	(30,154)	(31,178)	(31,955)	(32,898)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)	(44)	(44)	0	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	(18,385)	(18,811)	(19,374)	(19,954)	(20,551)	(21,166)	(21,800)	(22,452)	(23,125)	(23,817)
Total Current Liabilities	(54,736)	(56,188)	(56,521)	(60,774)	(57,053)	(58,502)	(59,998)	(61,630)	(63,080)	(64,715)
Non-Current Liabilities										
Lease Liabilities	(42)	(96)	(150)	(204)	(258)	(312)	(416)	(589)	(718)	(847)
Total Non-Current Liabilities	(42)	(96)	(150)	(204)	(258)	(312)	(416)	(589)	(718)	(847)
<b>Total Liabilities</b>	<b>(54,778)</b>	<b>(56,284)</b>	<b>(56,671)</b>	<b>(60,978)</b>	<b>(57,311)</b>	<b>(58,814)</b>	<b>(60,414)</b>	<b>(62,219)</b>	<b>(63,798)</b>	<b>(65,562)</b>
<b>Net Assets</b>	<b>1,967,387</b>	<b>1,986,811</b>	<b>2,005,677</b>	<b>2,093,412</b>	<b>2,110,262</b>	<b>2,127,188</b>	<b>2,144,171</b>	<b>2,160,000</b>	<b>2,177,175</b>	<b>2,194,463</b>
<b>EQUITY</b>										
Retained Earnings	(1,550,374)	(1,569,798)	(1,588,664)	(1,676,399)	(1,693,249)	(1,710,175)	(1,727,158)	(1,742,987)	(1,760,162)	(1,777,450)
Revaluation Reserve	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)
<b>Total Equity</b>	<b>(1,967,387)</b>	<b>(1,986,811)</b>	<b>(2,005,677)</b>	<b>(2,093,412)</b>	<b>(2,110,262)</b>	<b>(2,127,188)</b>	<b>(2,144,171)</b>	<b>(2,160,000)</b>	<b>(2,177,175)</b>	<b>(2,194,463)</b>

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6] Resourcing Strategy 2025-2026

Model 1	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Statement of Cash Flows	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts										
Rates and Annual Charges	132,922	136,914	141,021	145,252	149,607	154,095	158,717	163,478	168,383	173,434
User Fees and Charges	21,432	21,956	22,615	23,292	23,992	24,714	25,455	26,218	27,005	27,815
Grants and Contributions - Operating	9,080	9,310	9,589	9,876	10,173	10,478	10,792	11,115	11,449	11,793
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	15,383	15,190	15,647	16,116	16,600	17,099	17,611	18,139	18,683	19,244
Payments										
Employee Benefits and On-Costs	(73,493)	(75,864)	(78,010)	(80,344)	(82,749)	(85,225)	(87,777)	(90,405)	(93,110)	(95,898)
Materials and Services	(76,658)	(76,847)	(80,240)	(83,647)	(86,400)	(87,827)	(90,462)	(94,292)	(96,110)	(98,849)
Other Expenses	(5,236)	(4,192)	(4,319)	(4,449)	(4,584)	(4,722)	(4,862)	(5,007)	(5,158)	(5,313)
Borrowing Costs	(1)	(2)	(3)	(4)	(5)	(5)	(7)	(9)	(11)	(13)
<b>Net Cash from Operating Activities</b>	<b>23,429</b>	<b>26,465</b>	<b>26,300</b>	<b>26,092</b>	<b>26,634</b>	<b>28,607</b>	<b>29,467</b>	<b>29,237</b>	<b>31,131</b>	<b>32,213</b>
Cash Flows from Investing Activities										
Receipts										
Investment and Interest Revenue Received	11,038	9,029	8,136	7,958	7,906	7,940	7,985	8,063	8,142	8,235
Grants and Contributions - Capital	18,310	18,860	19,427	20,010	20,610	21,228	21,865	22,521	23,197	23,893
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	128	128	128	128	128	128	128	128	128	128
Payments										
Capital Works and Purchase of Fixed Assets	(39,697)	(43,003)	(44,385)	(41,304)	(47,375)	(44,677)	(46,016)	(47,398)	(48,819)	(50,283)
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>(10,267)</b>	<b>(15,032)</b>	<b>(16,740)</b>	<b>(13,254)</b>	<b>(18,777)</b>	<b>(15,427)</b>	<b>(16,084)</b>	<b>(16,732)</b>	<b>(17,398)</b>	<b>(18,073)</b>
Cash Flows from Financing Activities										
Receipts										
New Borrowings	0	0	0	0	0	0	0	0	0	0
Payments										
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>
Net Increase / (Decrease) in Cash and Cash Equivalents	13,162	11,433	9,560	12,838	7,857	13,180	13,383	12,505	13,733	14,140
Cash and Cash Equivalents - Beginning of the Year	253,494	266,656	278,089	287,649	300,487	308,344	321,524	334,907	347,412	361,145
<b>Cash and Cash Equivalents - End of the Year</b>	<b>266,656</b>	<b>278,089</b>	<b>287,649</b>	<b>300,487</b>	<b>308,344</b>	<b>321,524</b>	<b>334,907</b>	<b>347,412</b>	<b>361,145</b>	<b>375,285</b>

Model 1	Benchmark	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Key Performance Indicators		BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Performance Ratio (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	0%	1.5%	0.5%	-0.1%	-0.9%	-1.6%	-1.8%	-2.0%	-2.7%	-2.3%	-2.5%
Own Source Revenue Generated (w/o Grant income) (Measures Council's dependence on Grants income)	> 80%	86.8%	86.6%	86.6%	86.6%	86.6%	86.5%	86.5%	86.5%	86.5%	86.5%
Unrestricted Current Ratio (Measures Council's liquidity)	> 1.5x	2.5	2.5	2.6	2.5	2.7	2.8	2.8	2.8	2.9	2.9
Debt Service Cover Ratio (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
Own Source Revenue Growth (Measures Council's increase of own source revenue)	> 0%	0%	2%	2%	3%	3%	3%	3%	3%	3%	3%
Debtor Days Outstanding - Rates	< 30	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Debtor Days Outstanding - Other Debtors (net of Rates)	< 30	43.0	42.0	42.0	42.0	41.0	41.0	41.0	41.0	41.0	41.0
(Measures Council's management of Debtors)											
Cash Coverage Ratio (Measures Council's Cash coverage of Expenditure)	> 3 Mths	9.6	9.7	9.7	9.8	9.8	9.9	10.0	10.0	10.2	10.3
Parametres		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rate Peg		5.8%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
SRV		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rate		3.00%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
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		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Superannuation Accum		12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%

### Model 2 – Optimistic Scenario

With inflation easing and the Reserve Bank of Australia cutting the cash rate, it's reasonable to consider a more optimistic view of Council's financial outlook in the years ahead.

Model 2 presents this "blue sky" scenario by adjusting three key assumptions from the current base model (Model 1):

1. Higher Rate Peg: From 2026/27 onwards, the Rate Peg is assumed to increase from 3.0% to 3.5% per year, generating an estimated \$500,000 in additional income annually. This assumption reflects the potential for a slightly stronger revenue position than previously modelled.
2. Lower Employee Cost Growth: The annual increase in employee costs under the Local Government Award is reduced from 3.0% to 2.5%, saving approximately \$350,000 per year from 2026/27 onwards.
3. Improved Financial Performance of Carss Park Pool: It is assumed that the Carss Park Aquatic Facility will be completed by 30 June 2029. Based on updated modelling, future operating impacts are expected to be more favourable than earlier estimates, contributing to an improved overall budget position.

Together, these changes result in operating surpluses throughout the forecast period, ranging from \$400,000 to over \$4 million by 2034/35.

Model 2	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Income Statement	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue										
Rates and Annual Charges	133,044	137,504	142,116	146,882	151,807	156,899	162,163	167,604	173,229	179,044
User Charges and Fees	21,403	22,044	22,705	23,386	24,088	24,813	25,557	26,323	27,113	27,926
Interest and investment revenue	10,830	8,639	8,029	7,944	7,903	7,952	8,000	8,084	8,166	8,261
Grants and Contributions - Operating	9,067	9,340	9,619	9,908	10,205	10,512	10,826	11,151	11,486	11,830
Grants and Contributions - Capital	18,310	18,860	19,427	20,010	20,610	21,228	21,865	22,521	23,197	23,893
Other revenues	14,831	15,276	15,734	16,207	16,694	17,194	17,710	18,241	18,788	19,352
<b>Total Operating Revenue</b>	<b>207,485</b>	<b>211,663</b>	<b>217,630</b>	<b>224,337</b>	<b>231,307</b>	<b>238,598</b>	<b>246,121</b>	<b>253,924</b>	<b>261,979</b>	<b>270,306</b>
Operating Expenditure										
Employee Costs	(74,562)	(75,934)	(77,844)	(79,804)	(81,811)	(83,870)	(85,981)	(88,144)	(90,363)	(92,634)
Materials and Services	(74,932)	(77,180)	(79,495)	(82,982)	(84,336)	(86,866)	(89,473)	(93,409)	(94,922)	(97,768)
Other Expenses	(4,539)	(4,676)	(4,817)	(4,962)	(5,111)	(5,264)	(5,422)	(5,585)	(5,753)	(5,926)
<b>Total Operating Expenditure</b>	<b>(154,033)</b>	<b>(157,790)</b>	<b>(162,156)</b>	<b>(167,748)</b>	<b>(171,258)</b>	<b>(176,000)</b>	<b>(180,876)</b>	<b>(187,138)</b>	<b>(191,038)</b>	<b>(196,328)</b>
Depreciation	(32,342)	(33,214)	(34,482)	(35,787)	(37,932)	(39,315)	(40,748)	(42,226)	(43,749)	(45,315)
Financing costs (Interest Expenses)	(1)	(2)	(3)	(4)	(5)	(5)	(7)	(9)	(11)	(13)
Net gains/(losses) from Disposal of Assets	(390)	(406)	(422)	(438)	(455)	(473)	(491)	(509)	(528)	(548)
Transfer of Asset from NSW State Govt.				70,000						
<b>Net Surplus/(Deficit)</b>	<b>20,719</b>	<b>20,251</b>	<b>20,567</b>	<b>90,360</b>	<b>21,657</b>	<b>22,805</b>	<b>23,999</b>	<b>24,042</b>	<b>26,653</b>	<b>28,102</b>
<b>Result Net of Capital Grants – Surplus/(Deficit)</b>	<b>2,409</b>	<b>1,391</b>	<b>1,140</b>	<b>350</b>	<b>1,047</b>	<b>1,577</b>	<b>2,134</b>	<b>1,521</b>	<b>3,456</b>	<b>4,209</b>

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6] Resourcing Strategy 2025-2026

Model 2	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
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>										
Current Assets										
Cash, Cash Equivalents & Investments	266,656	278,814	289,968	305,317	317,732	336,661	356,922	377,497	400,556	425,350
Receivables - Gross	12,709	12,656	12,894	13,240	13,602	13,992	14,395	14,817	15,251	15,699
Less: Provision for Impairment	(512)	(564)	(618)	(674)	(732)	(792)	(854)	(918)	(984)	(1,052)
Inventories	188	194	199	205	212	218	224	231	238	245
Other	550	550	550	550	550	550	550	550	550	550
Total Current Assets	279,591	291,650	302,993	318,638	331,364	350,629	371,237	392,177	415,611	440,792
Non-Current Assets										
Property, Plant & Equipment	1,713,066	1,722,650	1,732,154	1,811,084	1,816,128	1,821,091	1,825,971	1,830,762	1,835,461	1,840,067
Investment Property	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Right of Use Assets	80	108	121	119	102	69	65	59	26	(32)
Total Non-Current Assets	1,742,574	1,752,186	1,761,703	1,840,631	1,845,658	1,850,588	1,855,464	1,860,249	1,864,915	1,869,463
<b>Total Assets</b>	<b>2,022,165</b>	<b>2,043,836</b>	<b>2,064,696</b>	<b>2,159,269</b>	<b>2,177,022</b>	<b>2,201,217</b>	<b>2,226,701</b>	<b>2,252,426</b>	<b>2,280,526</b>	<b>2,310,255</b>
<b>LIABILITIES</b>										
Current Liabilities										
Payables	(28,307)	(29,333)	(29,103)	(32,776)	(28,326)	(29,157)	(30,014)	(31,035)	(31,807)	(32,745)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)	(44)	(44)	0	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	(18,385)	(18,723)	(19,194)	(19,678)	(20,173)	(20,680)	(21,201)	(21,734)	(22,281)	(22,841)
Total Current Liabilities	(54,736)	(56,100)	(56,341)	(60,498)	(56,543)	(57,881)	(59,259)	(60,769)	(62,088)	(63,586)
Non-Current Liabilities										
Lease Liabilities	(42)	(96)	(150)	(204)	(258)	(312)	(416)	(589)	(718)	(847)
Total Non-Current Liabilities	(42)	(96)	(150)	(204)	(258)	(312)	(416)	(589)	(718)	(847)
<b>Total Liabilities</b>	<b>(54,778)</b>	<b>(56,196)</b>	<b>(56,491)</b>	<b>(60,702)</b>	<b>(56,801)</b>	<b>(58,193)</b>	<b>(59,675)</b>	<b>(61,358)</b>	<b>(62,806)</b>	<b>(64,433)</b>
<b>Net Assets</b>	<b>1,967,387</b>	<b>1,987,638</b>	<b>2,008,205</b>	<b>2,098,565</b>	<b>2,120,222</b>	<b>2,143,027</b>	<b>2,167,026</b>	<b>2,191,068</b>	<b>2,217,721</b>	<b>2,245,823</b>
<b>EQUITY</b>										
Retained Earnings	(1,550,374)	(1,570,625)	(1,591,192)	(1,681,552)	(1,703,209)	(1,726,014)	(1,750,013)	(1,774,055)	(1,800,708)	(1,828,810)
Revaluation Reserve	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)
<b>Total Equity</b>	<b>(1,967,387)</b>	<b>(1,987,638)</b>	<b>(2,008,205)</b>	<b>(2,098,565)</b>	<b>(2,120,222)</b>	<b>(2,143,027)</b>	<b>(2,167,026)</b>	<b>(2,191,068)</b>	<b>(2,217,721)</b>	<b>(2,245,823)</b>



## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6] Resourcing Strategy 2025-2026

Model 2	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Statement of Cash Flows	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts										
Rates and Annual Charges	132,922	137,370	141,977	146,738	151,659	156,746	162,004	167,440	173,059	178,869
User Fees and Charges	21,432	21,956	22,615	23,292	23,992	24,714	25,455	26,218	27,005	27,815
Grants and Contributions - Operating	9,080	9,310	9,589	9,876	10,173	10,478	10,792	11,115	11,449	11,793
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	15,383	15,190	15,647	16,116	16,600	17,099	17,611	18,139	18,683	19,244
Payments										
Employee Benefits and On-Costs	(73,493)	(75,596)	(77,373)	(79,320)	(81,316)	(83,363)	(85,460)	(87,611)	(89,816)	(92,074)
Materials and Services	(76,658)	(76,847)	(80,240)	(83,647)	(85,332)	(86,594)	(89,194)	(92,984)	(94,764)	(97,463)
Other Expenses	(5,236)	(4,192)	(4,319)	(4,449)	(4,584)	(4,722)	(4,862)	(5,007)	(5,158)	(5,313)
Borrowing Costs	(1)	(2)	(3)	(4)	(5)	(5)	(7)	(9)	(11)	(13)
Net Cash from Operating Activities	23,429	27,189	27,893	28,602	31,187	34,353	36,339	37,301	40,447	42,858
Cash Flows from Investing Activities										
Receipts										
Investment and Interest Revenue Received	11,038	9,030	8,137	7,959	7,911	7,943	7,991	8,069	8,152	8,244
Grants and Contributions - Capital	18,310	18,860	19,427	20,010	20,610	21,228	21,865	22,521	23,197	23,893
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	128	128	128	128	128	128	128	128	128	128
Payments										
Capital Works and Purchase of Fixed Assets	(39,697)	(43,003)	(44,385)	(41,304)	(47,375)	(44,677)	(46,016)	(47,398)	(48,819)	(50,283)
Lease Payment (Principal) on Right of Use Assets	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
Net Cash from Investing Activities	(10,267)	(15,031)	(16,739)	(13,253)	(18,772)	(15,424)	(16,078)	(16,726)	(17,388)	(18,064)
Cash Flows from Financing Activities										
Receipts										
New Borrowings	0	0	0	0	0	0	0	0	0	0
Payments										
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0
Net Cash from Financing Activities	0	0	0	0	0	0	0	0	0	0
Net Increase / (Decrease) in Cash and Cash Equivalents	13,162	12,158	11,154	15,349	12,415	18,929	20,261	20,575	23,059	24,794
Cash and Cash Equivalents - Beginning of the Year	253,494	266,656	278,814	289,968	305,317	317,732	336,661	356,922	377,497	400,556
Cash and Cash Equivalents - End of the Year	266,656	278,814	289,968	305,317	317,732	336,661	356,922	377,497	400,556	425,350

Model 2	Benchmark	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Key Performance Indicators		BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Performance Ratio (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	0%	1.5%	0.9%	0.8%	0.4%	0.7%	0.9%	1.2%	0.9%	1.7%	1.9%
Own Source Revenue Generated (w/o Grant income) (Measures Council's dependence on Grants income)	> 80%	86.8%	86.7%	86.7%	86.7%	86.7%	86.7%	86.7%	86.7%	86.8%	86.8%
Unrestricted Current Ratio (Measures Council's liquidity)	> 1.5x	2.5	2.5	2.6	2.5	2.8	2.9	3.0	3.1	3.2	3.3
Debt Service Cover Ratio (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
Own Source Revenue Growth (Measures Council's increase of own source revenue)	> 0%	0%	2%	3%	3%	3%	3%	3%	3%	3%	3%
Debtor Days Outstanding - Rates	< 30	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Debtor Days Outstanding - Other Debtors (net of Rates)	< 30	43.0	42.0	42.0	42.0	41.0	41.0	41.0	41.0	41.0	41.0
Cash Coverage Ratio (Measures Council's management of Debtors) (Measures Council's Cash coverage of Expenditure)	> 3 Mths	9.6	9.8	9.9	10.0	10.2	10.6	10.9	11.1	11.6	12.0
Parametres		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rate Peg		5.8%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
SRV		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rate		3.00%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
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		3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Superannuation Accum		12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%

### Model 3 – Adverse Conditions Scenario

Model 3 presents a view of the financial future for council in the event that changes in circumstances lead to adverse outcomes.

Similar to the main assumptions in Model 2 (Optimistic version), this model explores the outcomes in a more pessimistic environment and shows how a slight change in key assumptions can result in a significant variance in the end result. Council deems it appropriate to consider the potential results in a less favourable environment and be forewarned of the consequences.

Model 3 considers the impact of the following changes to the assumptions made in Model 1, which represents the most likely scenario.

First, the Rate Peg has been forecast to drop from 3.0% to 2.5% from 2026/27 onwards. The outcome is a reduction in income of approximately \$500,000 each year, compounding.

Second, the Local Government Award increase on employee costs has been forecast to rise from 3.0% to 3.5% from 2026/27 onwards. The outcome is an increase in expenditure of approximately \$350,000 each year, compounding.

The Operating Result, net of Capital Grants, under these circumstances, show rising deficits throughout the Plan, commencing in 2026/27.

This is naturally undesirable, but it is worth noting the almost immediate impact on operations, if the assumed environment changes.

WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6] Resourcing Strategy 2025-2026

Model 3	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Income Statement	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating Revenue										
Rates and Annual Charges	133,044	136,566	140,181	143,892	147,701	151,613	155,629	159,754	163,989	168,337
User Charges and Fees	21,403	22,044	22,705	23,386	24,088	24,813	25,557	26,323	27,113	27,926
Interest and investment revenue	10,830	8,638	8,027	7,940	7,896	7,943	7,989	8,070	8,149	8,242
Grants and Contributions - Operating	9,067	9,340	9,619	9,908	10,205	10,512	10,826	11,151	11,486	11,830
Grants and Contributions - Capital	18,310	18,860	19,427	20,010	20,610	21,228	21,865	22,521	23,197	23,893
Other revenues	14,831	15,276	15,734	16,207	16,694	17,194	17,710	18,241	18,788	19,352
<b>Total Operating Revenue</b>	<b>207,485</b>	<b>210,724</b>	<b>215,693</b>	<b>221,343</b>	<b>227,194</b>	<b>233,303</b>	<b>239,576</b>	<b>246,060</b>	<b>252,722</b>	<b>259,580</b>
Operating Expenditure										
Employee Costs	(74,562)	(76,647)	(79,308)	(82,061)	(84,910)	(87,858)	(90,908)	(94,064)	(97,330)	(100,708)
Materials and Services	(74,932)	(77,180)	(79,495)	(82,982)	(85,536)	(88,102)	(90,746)	(94,720)	(96,273)	(99,159)
Other Expenses	(4,539)	(4,676)	(4,817)	(4,962)	(5,111)	(5,264)	(5,422)	(5,585)	(5,753)	(5,926)
<b>Total Operating Expenditure</b>	<b>(154,033)</b>	<b>(158,503)</b>	<b>(163,620)</b>	<b>(170,005)</b>	<b>(175,557)</b>	<b>(181,224)</b>	<b>(187,076)</b>	<b>(194,369)</b>	<b>(199,356)</b>	<b>(205,793)</b>
Depreciation	(32,342)	(33,214)	(34,482)	(35,787)	(37,932)	(39,315)	(40,748)	(42,226)	(43,749)	(45,315)
Financing costs (Interest Expenses)	(1)	(2)	(3)	(4)	(5)	(5)	(7)	(9)	(11)	(13)
Net gains/(losses) from Disposal of Assets	(390)	(406)	(422)	(438)	(455)	(473)	(491)	(509)	(528)	(548)
Transfer of Asset from NSW State Govt.				70,000						
<b>Net Surplus/(Deficit)</b>	<b>20,719</b>	<b>18,599</b>	<b>17,166</b>	<b>85,109</b>	<b>13,245</b>	<b>12,286</b>	<b>11,254</b>	<b>8,947</b>	<b>9,078</b>	<b>7,911</b>
<b>Result Net of Capital Grants – Surplus/(Deficit)</b>	<b>2,409</b>	<b>(261)</b>	<b>(2,261)</b>	<b>(4,901)</b>	<b>(7,365)</b>	<b>(8,942)</b>	<b>(10,611)</b>	<b>(13,574)</b>	<b>(14,119)</b>	<b>(15,982)</b>

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6] Resourcing Strategy 2025-2026

Model 3	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
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>										
Current Assets										
Cash, Cash Equivalents & Investments	266,656	277,366	285,335	295,661	300,037	308,705	316,496	322,264	328,054	332,979
Receivables - Gross	12,709	12,628	12,835	13,148	13,477	13,832	14,196	14,578	14,969	15,373
Less: Provision for Impairment	(512)	(564)	(618)	(674)	(732)	(792)	(854)	(918)	(984)	(1,052)
Inventories	188	194	199	205	212	218	224	231	238	245
Other	550	550	550	550	550	550	550	550	550	550
Total Current Assets	279,591	290,174	298,301	308,890	313,544	322,513	330,612	336,705	342,827	348,095
Non-Current Assets										
Property, Plant & Equipment	1,713,066	1,722,650	1,732,154	1,811,084	1,816,128	1,821,091	1,825,971	1,830,762	1,835,461	1,840,067
Investment Property	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428	29,428
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Right of Use Assets	80	108	121	119	102	69	65	59	26	(32)
Total Non-Current Assets	1,742,574	1,752,186	1,761,703	1,840,631	1,845,658	1,850,588	1,855,464	1,860,249	1,864,915	1,869,463
<b>Total Assets</b>	<b>2,022,165</b>	<b>2,042,360</b>	<b>2,060,004</b>	<b>2,149,521</b>	<b>2,159,202</b>	<b>2,173,101</b>	<b>2,186,076</b>	<b>2,196,954</b>	<b>2,207,742</b>	<b>2,217,558</b>
<b>LIABILITIES</b>										
Current Liabilities										
Payables	(28,307)	(29,333)	(29,103)	(32,776)	(28,458)	(29,292)	(30,154)	(31,178)	(31,955)	(32,898)
Lease Liabilities	(44)	(44)	(44)	(44)	(44)	(44)	(44)	0	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	(18,385)	(18,899)	(19,555)	(20,234)	(20,937)	(21,664)	(22,416)	(23,194)	(23,999)	(24,832)
Total Current Liabilities	(54,736)	(56,276)	(56,702)	(61,054)	(57,439)	(59,000)	(60,614)	(62,372)	(63,954)	(65,730)
Non-Current Liabilities										
Lease Liabilities	(42)	(96)	(150)	(204)	(258)	(312)	(416)	(589)	(718)	(847)
Total Non-Current Liabilities	(42)	(96)	(150)	(204)	(258)	(312)	(416)	(589)	(718)	(847)
<b>Total Liabilities</b>	<b>(54,778)</b>	<b>(56,372)</b>	<b>(56,852)</b>	<b>(61,258)</b>	<b>(57,697)</b>	<b>(59,312)</b>	<b>(61,030)</b>	<b>(62,961)</b>	<b>(64,672)</b>	<b>(66,577)</b>
<b>Net Assets</b>	<b>1,967,387</b>	<b>1,985,986</b>	<b>2,003,152</b>	<b>2,088,261</b>	<b>2,101,506</b>	<b>2,113,792</b>	<b>2,125,046</b>	<b>2,133,993</b>	<b>2,143,071</b>	<b>2,150,982</b>
<b>EQUITY</b>										
Retained Earnings	(1,550,374)	(1,568,973)	(1,586,139)	(1,671,248)	(1,684,493)	(1,696,779)	(1,708,033)	(1,716,980)	(1,726,058)	(1,733,969)
Revaluation Reserve	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)	(417,013)
<b>Total Equity</b>	<b>(1,967,387)</b>	<b>(1,985,986)</b>	<b>(2,003,152)</b>	<b>(2,088,261)</b>	<b>(2,101,506)</b>	<b>(2,113,792)</b>	<b>(2,125,046)</b>	<b>(2,133,993)</b>	<b>(2,143,071)</b>	<b>(2,150,982)</b>

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 6]

Resourcing Strategy 2025-2026

Model 3	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Statement of Cash Flows	BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts										
Rates and Annual Charges	132,922	136,460	140,072	143,781	147,586	151,495	155,508	159,629	163,862	168,206
User Fees and Charges	21,432	21,956	22,615	23,292	23,992	24,714	25,455	26,218	27,005	27,815
Grants and Contributions - Operating	9,080	9,310	9,589	9,876	10,173	10,478	10,792	11,115	11,449	11,793
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	15,383	15,190	15,647	16,116	16,600	17,099	17,611	18,139	18,683	19,244
Payments										
Employee Benefits and On-Costs	(73,493)	(76,133)	(78,652)	(81,382)	(84,207)	(87,131)	(90,156)	(93,286)	(96,525)	(99,875)
Materials and Services	(76,658)	(76,847)	(80,240)	(83,647)	(86,400)	(87,827)	(90,462)	(94,292)	(96,110)	(98,849)
Other Expenses	(5,236)	(4,192)	(4,319)	(4,449)	(4,584)	(4,722)	(4,862)	(5,007)	(5,158)	(5,313)
Borrowing Costs	(1)	(2)	(3)	(4)	(5)	(5)	(7)	(9)	(11)	(13)
<b>Net Cash from Operating Activities</b>	<b>23,429</b>	<b>25,742</b>	<b>24,709</b>	<b>23,583</b>	<b>23,155</b>	<b>24,101</b>	<b>23,879</b>	<b>22,507</b>	<b>23,195</b>	<b>23,008</b>
Cash Flows from Investing Activities										
Receipts										
Investment and Interest Revenue Received	11,038	9,029	8,136	7,955	7,904	7,934	7,981	8,056	8,135	8,225
Grants and Contributions - Capital	18,310	18,860	19,427	20,010	20,610	21,228	21,865	22,521	23,197	23,893
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	128	128	128	128	128	128	128	128	128	128
Payments										
Capital Works and Purchase of Fixed Assets	(39,697)	(43,003)	(44,385)	(41,304)	(47,375)	(44,677)	(46,016)	(47,398)	(48,819)	(50,283)
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>(10,267)</b>	<b>(15,032)</b>	<b>(16,740)</b>	<b>(13,257)</b>	<b>(18,779)</b>	<b>(15,433)</b>	<b>(16,088)</b>	<b>(16,739)</b>	<b>(17,405)</b>	<b>(18,083)</b>
Cash Flows from Financing Activities										
Receipts										
New Borrowings	0	0	0	0	0	0	0	0	0	0
Payments										
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>
Net Increase / (Decrease) in Cash and Cash Equivalents	13,162	10,710	7,969	10,326	4,376	8,668	7,791	5,768	5,790	4,925
Cash and Cash Equivalents - Beginning of the Year	253,494	266,656	277,366	285,335	295,661	300,037	308,705	316,496	322,264	328,054
<b>Cash and Cash Equivalents - End of the Year</b>	<b>266,656</b>	<b>277,366</b>	<b>285,335</b>	<b>295,661</b>	<b>300,037</b>	<b>308,705</b>	<b>316,496</b>	<b>322,264</b>	<b>328,054</b>	<b>332,979</b>



Model 3	Benchmark	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Key Performance Indicators		BUDGET	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Performance Ratio (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	0%	1.5%	0.1%	-0.9%	-2.2%	-3.3%	-4.0%	-4.6%	-5.8%	-5.9%	-6.5%
Own Source Revenue Generated (w/o Grant income) (Measures Council's dependence on Grants income)	> 80%	86.8%	86.6%	86.5%	86.5%	86.4%	86.4%	86.4%	86.3%	86.3%	86.2%
Unrestricted Current Ratio (Measures Council's liquidity)	> 1.5x	2.5	2.5	2.5	2.4	2.6	2.6	2.6	2.6	2.6	2.6
Debt Service Cover Ratio (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
Own Source Revenue Growth (Measures Council's increase of own source revenue)	> 0%	0%	1%	2%	2%	3%	3%	3%	3%	3%	3%
Debtor Days Outstanding - Rates	< 30	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Debtor Days Outstanding - Other Debtors (net of Rates)	< 30	43.0	42.0	42.0	42.0	41.0	41.0	41.0	41.0	41.0	41.0
(Measures Council's management of Debtors)											
Cash Coverage Ratio (Measures Council's Cash coverage of Expenditure)	> 3 Mths	9.6	9.7	9.6	9.6	9.4	9.4	9.3	9.2	9.1	8.9
Parametres		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rate Peg		5.8%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SRV		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rate		3.00%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
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		3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Superannuation Accum		12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%



# Georges River Council Resourcing Strategy 2025-2026

[georgesriver.nsw.gov.au](http://georgesriver.nsw.gov.au)

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Lime Kiln Bay	1	1.01	1 Lime Kiln Bay (LKB) upgrade LKB is in need of an upgrade. The 25 year old design is no longer coping with the volume of pollutants and the stormwater runoff caused the changing climatic events. We understand a re-design of the wetlands including the gross pollution trap has been completed. We urge Council to include sufficient funds in 2025/26 budget and/or seek State Government funds to renovate these important wetlands in 2026. Full submission available on councillor hub.	D25/120039 D25/120047 D25/170811	20/03/2025	Email	Public	Assets & Infrastructure	Works identified for delivery in 26/27 Capital Works Program
DPOP	Synthetic turf microplastic mitigation	1	1.02	2. Protecting Aquatic Ecosystems: Measures to Prevent Microplastic Migration from Synthetic Turf It appears there is no project listed in the draft budget to mitigate the growing and insidious threat of microplastic pollution to our aquatic ecosystems and human health. This long-standing issue has been discussed at numerous meetings with Georges River Council since Oatley Flora and Fauna Conservation Society members conducted the initial microplastics survey at Poulton Park in March 2022 which estimated >1,000,000 pieces of microplastic were found in the 400 m2 survey area. Oatley Flora and Fauna Conservation Society advocates for the Georges River Council to include funding in the 2025/26 budget, or in the annual maintenance budget, to mitigate movement of microplastics from each of three synthetic turf playing fields by: - installing kerbing or bunding (e.g. coil logs, wooden or concrete bunding) - installing of effective filtration systems, and - conducting regular monitoring protocols Full submission available on councillor hub.	D25/120039 D25/120047 D25/170811	20/03/2025	Email	Public	Assets & Infrastructure	Currently not in budget. Staff are reviewing State Government recommendations for synthetic turf fields a report will be drafted for Council in 25/26 recommending next steps.
DPOP	Urban Heat Study	1	1.03	3. Urban Heat Study for GRC We urge Council re-think the reasons why funds were not included, and ensure an urban heat study will be conducted in 2025/26. Please refer to the following example of the WSW urban heat study conducted at Blacktown by Western Sydney University:  •The study monitored air temperatures across 220 sites in Blacktown City between December 2023 and March 2024. Reflective cans fitted with temperature sensors were installed in trees across Blacktown City. •Mayor Bleasdale said that accurate heat data from across the city is needed to make the business case to change the way council builds. Blacktown City is experiencing rapid development, with large areas of bitumen and concrete replacing open, green space. The results of the study will support our work to reduce urban heat and develop initiatives to cool our city, including identifying locations for more tree planting. It will support council's work with the State Government, builders and developers in pushing for more sustainable development and urban greening to reduce the effects of urban heat. Blacktown undertaking urban heat study - Council (councilmagazine.com.au)  Also refer to a meeting with Sebastian Pfautsch (Associate Professor in Urban Studies, at Western Sydney University), with Meryl Bishop and Andrew Spooner (19 Feb. 2024) for many more details and weblinks to many urban heat studies conducted by Western Sydney University. Meryl and Andrew were keen for an urban heat study to be conducted in 2024/25. Unfortunately funds were not approved	D25/120039 D25/120047	20/03/2025	Email	Public	Environment & Planning	Council has a target to reduce its carbon emissions from its operations and has committed funds to actually support emissions reductions activities which will work to reduce overall heat impacts over time. This is a higher priority than an urban heat study, given Council's endorsed emissions target and funding limitations.

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Tree Canopy	1	1.04	<p><b>4. Tree Canopy Improvement Projects - full submission on portal</b></p> <p>Oatley Flora and Fauna Conservation Society fully supports all Georges River Council's tree planting initiatives in an effort to achieve 40% tree canopy cover by 2038</p> <p>To achieve this goal, it is imperative GRC has a fully documented tree planting plan, which accounts for the negative tree canopy impacts of the NSW Government's Low and Mid-Rise Housing Policy.</p> <p>As a considerable portion of Sydney's land (as well as in the GRC LGA) is privately owned, achieving the 40% target necessitates substantial tree planting and retention efforts by homeowners and private developers, in conjunction with tree planting on public land such as parks and streets.</p> <p>Without knowing the full details of the following draft budget projects, we support, in principle funding for all of these:</p> <ol style="list-style-type: none"> <li>1. Tree Planting to Achieve Council's Tree Canopy Coverage Target [NM106-24] (page 91)</li> <li>2. Open Space Tree Planting Strategy (page 92)</li> <li>3. Tree Replacement Inspection Program (page 94)</li> <li>4. Preparation of Flora and Fauna Assessment Report Guidelines (page 94)</li> <li>5. Celebratory and Commemorative Tree Giveaway (page 94)</li> </ol> <p>An alternative more achievable, meaningful and impactful budget project which we would totally support is:</p> <ul style="list-style-type: none"> <li>- Replace the five items listed above with funding in 2025/26 specifically for sufficient tree planting to increase tree canopy coverage by 2%</li> <li>- Continue to allocate funds each year for the following 9 years to result in an annual 2% increase in tree canopy - When added to the current tree canopy cover of approximately 20%, the final goal of 40% tree canopy cover in 2038 can be achieved</li> </ul> <p>To supplement this budget project, we would welcome the following to be included in the final budget:</p> <ul style="list-style-type: none"> <li>- A plan to offer incentives, such as a rate discount, to encourage landowners to retain, protect and plant more trees on their properties</li> </ul> <p><b>Street Trees:</b></p> <p>We are very keen to assist Council in achieving a tree canopy cover of 40% as well as re-greening our streets. We urge Council to budget for more trees to be planted in streets and parks. Regarding street tree planting, it is very likely Council can get more bang for its buck by planting trees from '13 litre' pots vs '45 litre' pots. This could result in double the number of street trees being planted for the same budget.</p> <p>Full submission available on councillor hub</p>	D25/120039 D25/120047 D25/170811	20/03/2025	Email	Public	Environment & Planning	<p>Council is working towards the 2024 target for tree canopy coverage planting. Council is focussed on maintaining and enhancing tree canopy coverage, and therefore, ensuring the tree establishment and maintenance period, along with faster tree growth and resulting canopy coverage from trees that are planted (more likely to establish, survive and will therefore contribute to the tree canopy coverage target sooner, the larger they are). Council will aim to fund tree planting every year to ensure the target is achievable and progress made towards it.</p> <p>Council takes requests for street tree plantings from the community already as part of its commitment to enhancing tree canopy, and plants trees inline with such requests where operationally viable.</p> <p>Council has encouraged tree planting on private land through the Commemorative and Celebratory Tree Planting Program, which commenced during the 2024/25 financial year. The program has seen over 200 trees provided under the program, for planting on private land as of 5 June 2025.</p>
DPOP	Emissions Reduction - Electric Vehicles	1	1.05	<p><b>5. Electric vehicles</b></p> <p>The Council's petrol/diesel fleet make a significant contribution to the Council's carbon emissions. For your information: full electric vehicles do not emit any CO2 while in use, by contrast, popular hybrid vehicles produce in excess of 80 CO2 g per km travelled, and annual average fuel and/or charging costs can be up to 2.4 times more for hybrids than for EVs. Therefore, it is disappointing that Council will be purchasing hybrid vehicles (rather than EVs) in the near future. The reason given, was the charging infrastructure for EVs was not in place.</p> <p>We urge Council to:</p> <ul style="list-style-type: none"> <li>• Implement a plan for 2025/26 and the following years which ensures the appropriate charging infrastructure is gradually installed to allow for a measured uptake of EV's, and</li> <li>• Ensure the 2025/26 budget includes funds for the first year of this transition to an EV charging infrastructure</li> </ul> <p><a href="https://www.climatecouncil.org.au/resources/how-do-hybrids-compare-with-battery-electric-vehicles/">https://www.climatecouncil.org.au/resources/how-do-hybrids-compare-with-battery-electric-vehicles/</a></p>	D25/120039 D25/120047	20/03/2025	Email	Public	Environment & Planning	<p>See 39.03, funding for this project will ensure the implementation of Council's resolution at its meeting on 31/10/2022:</p> <p>That Council officers develop an Electric Vehicle Strategy preparing our community for the transition to electric vehicles. The Strategy should include but is not limited to:</p> <ol style="list-style-type: none"> <li>i. Encouraging new development through Development Control Plan's to reduce car dependence with the provision of electric vehicle sharing stations and green travel plans;</li> <li>ii. Actively facilitate the installation of an electric vehicle charging network across the LGA;</li> <li>iii. Transition of Council's fleet and lease back vehicles to hybrid and eventually electric vehicle, and</li> <li>iv. Advocate to and collaborate with State and Federal Government and private sector's investments to secure funding opportunities.</li> </ol>

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

## [Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Emissions Reduction - Carbon Offsets	1	1.06	<p><b>6. Carbon offsets</b></p> <p>We urge Council to re-focus their efforts to reduce carbon emissions rather than pay \$100,000s in carbon offsets which are merely a license to pollute. In essence, Council is avoiding its responsibility to reduce carbon emissions.</p> <p>We suggest additional funds be budgeted in 2025/26 for implementing more positive reduction measures and investing in low carbon emissions infrastructure.</p> <p>Oatley Flora and Fauna Conservation Society advocates for the Georges River Council to shift its focus from purchasing carbon offsets to directly reducing carbon emissions. Carbon offsets are ineffective, merely providing a "license to pollute". We urge Council allocates more funds in the upcoming budget towards implementing tangible emission reduction measures and investing in low-carbon infrastructure. This call for direct action aligns with concerns raised by experts and business leaders regarding the validity and effectiveness of carbon offset schemes.</p> <p>The references below include comments on the validity of carbon credit schemes (the vast majority of which are worthless) by Prof Andrew MacIntosh (ANU) who was Chair of the Australian Government's Domestic Offsets Integrity Committee and Emissions Reduction Assurance Committee between 2013-2020.</p> <p><a href="https://www.afr.com/policy/energy-and-climate/carbon-critic-professor-alleges-campaign-to-undermine-him-20231204-p5eovm">https://www.afr.com/policy/energy-and-climate/carbon-critic-professor-alleges-campaign-to-undermine-him-20231204-p5eovm</a></p> <p><a href="https://theconversation.com/3-reasons-why-removing-grazing-animals-from-australias-arid-lands-for-carbon-credits-is-a-bad-idea-218129">https://theconversation.com/3-reasons-why-removing-grazing-animals-from-australias-arid-lands-for-carbon-credits-is-a-bad-idea-218129</a></p> <p><a href="https://theconversation.com/worthless-forest-carbon-offsets-risk-exacerbating-climate-change-211862">https://theconversation.com/worthless-forest-carbon-offsets-risk-exacerbating-climate-change-211862</a></p> <p>Full submission available on councillor hub</p>	D25/120039 D25/120047 D25/170811	20/03/2025	Email	Public	Environment & Planning	Council has committed funds to reduce carbon emissions through energy reduction initiatives and progress towards this target is reported annually to Council each year, with the next progress report due in December 2025, when a recommendation will be made by staff for Council to consider deferring the target to instead allow funds to be prioritised towards reducing emissions firstly, rather than offsetting given the environmental impact of emissions reductions activities.
DPOP	Oatley Park Bushcare Officer	1	1.07	<p><b>7. Oatley Park Bushcare officer</b></p> <p>Everyone agrees Oatley Park is an amazing bushland which is loved by residents and visitors for its wonderful biodiversity and tranquility. It makes a significant contribution to urban cooling as well as drawing down and sequestering carbon. It must be protected and conserved for us and our future generations. For all of these reasons, we urge Council to include sufficient funds in 2025/26 budget for a permanent Bushcare Officer.</p>	D25/120039 D25/120047	20/03/2025	Email	Public	Assets & Infrastructure	Council acknowledges the ecological and recreational significance of Oatley Park. Accordingly, the bushland areas are routinely maintained by Council Bushcare Officers, external bush regeneration Contractors, and a dedicated Volunteer Group.
DPOP	Environmental levy	1	1.08	<p><b>Sustaining our Liveable City / Environmental Levy</b></p> <p>Other Councils in Sydney have introduced environmental levies to fund resources as well as research, development and implementation of a variety activities aimed at minimising damage to, or improving our natural environment.</p> <p>We urge Council to include such a levy in the 2025/26 budget, and future budgets, to ensure Council take appropriate actions to sustain and improve our wonderfully liveable city. These actions could focus on each of the seven issues listed above as well as FOGO and 'pocket forests' and the 'bin trim' program.</p> <p>Full submission available on councillor hub</p>	D25/120039 D25/120047 D25/170811	20/03/2025	Email	Public	Business & Corporate Services	Consultation for Environmental Levy is currently included in the budget as a budget bid.

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[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Tree Canopy	2	2.01	<p><b>Increase tree canopy cover with Greater Sydney Landcare</b></p> <p>One of the items we discussed, increasing the tree canopy coverage by working with Greater Sydney Landcare (GSLC) and Oatley Flora and Fauna Conservation Society (OFF) does not require any budget, so I am writing this separate email to you.</p> <p>As you are aware, the Council has benefitted from the "Creating Canopies" program managed by GSLC. In the last 4 years, 1000's of trees have been planted across the LGA including Peakhurst Park, Carrs Park, Claydon Reserve, Gannon's Park, Renown Park.</p> <p>However, the current "Creating Canopies" will finish at the end of 2025.</p> <p>I am very pleased to inform you:</p> <ul style="list-style-type: none"> <li>-GSLC are looking for more planting sites to improve the urban forest cover across Sydney</li> <li>-GSLC require a minimum of 1,000 trees per location</li> <li>-These trees can be planted in 2,3 or 4 separate 'groves' creating 'pocket forests' on the same location</li> </ul> <p>As with previous plantings, OFF and GSLC will be recruiting citizens, who care for the environment, to donate their time and efforts for the plantings. This will result in greater engagement with our community as well as saving the Council significant cost.</p> <p>Some preliminary work conducted by OFF members indicate 1000 trees could be planted at the following sites.</p> <ol style="list-style-type: none"> <li>1.Basil Reserve (Riverwood)</li> <li>2.Vanessa St Reserve (Beverly Hills)</li> <li>3.Croft Park (Hurstville)</li> <li>4.Gannons Park (Peakhurst)</li> <li>5.Renown Park (Penshurst)</li> <li>6.Thorpe Park (Hurstville)</li> <li>7.Carrs Park Flats (Carrs Park)</li> <li>8.West St Reserve (Blakehurst)</li> <li>9.Boundary Reserve (Peakhurst)</li> </ol> <p>We look forward to meeting you and Council staff at these sites and any other potential sites within the next two weeks so together we can make plans for increasing the urban forest cover in the Georges River LGA.</p>	D25/120043		Email	Public	Assets & Infrastructure	This was submitted as a budget bid to consider this project. Currently this work sits as unfunded within the Asset Condition Assessments program with other works prioritised.
DPOP	Synthetic turf microplastic mitigation	3	3.01	<p><b>Funding for synthetic turf playing fields</b></p> <p>This is a long standing issue which Oatley Flora and Fauna Conservation Society has discussed at numerous meetings with GRC, since we conducted the initial microplastics survey at Poulton Park in March 2022. To refresh your memory, the outcome of this survey was, an estimated &gt;1,000,000 pieces of microplastic were found in the 400 m2 survey area.</p> <p>All the evidence in the Chief Scientist's report clearly states migration of microplastics e.g. crumb rubber and plastic grass, into the environment is a significant issue and must be prevented.</p> <p>In the report there is a very important and well researched technical review by the Water Research Laboratory, School of Civil and Environmental Engineering, UNSW. It is Appendix #4. It includes solutions and recommendations to prevent microplastics from leaving synthetic turf playing fields including, I quote:</p> <ul style="list-style-type: none"> <li>-"A raised curb, plinth or lip at least 200 mm above the height of the field to block some of the movement of infill and fibres" (Note: I have seen raised concrete curbs at other synthetic turf playing fields in Sydney)</li> <li>-"Fields should be designed such that all runoff from the surrounding concrete verge flows to local drains in which filters are placed, to avoid unnecessary microplastic rich runoff entering the wider stormwater system"</li> </ul> <p>The technical review includes references to research which support the implementation of these prevention measures.</p> <p>The Chief Scientist's report mentions some synthetic turf playing fields have been designed and constructed with a raised curb or plinth, or at other sites wooden bunding was used. Sadly this is not the case for synthetic turf playing fields at Poulton Park, Penshurst Park and Peakhurst Park.</p> <p>Since March 2022, we have requested GRC install some sort of bunding, and conduct regular maintenance to ensure its integrity, around each of the three synthetic turf playing fields. This maybe coir logs (as an interim measure), or wooden or concrete bunding.</p> <p>This is a serious matter, however to date no prevention measures have been actioned.</p> <p>We urge you to include funding in the 2025/26 budget, or in the annual maintenance budget, for bunding to be installed in this year.</p> <p>References</p> <p><a href="https://www.chiefscientist.nsw.gov.au/_data/assets/pdf_file/0004/542263/CSE-Synthetic-Turf-Review-Final-Report.pdf">https://www.chiefscientist.nsw.gov.au/_data/assets/pdf_file/0004/542263/CSE-Synthetic-Turf-Review-Final-Report.pdf</a></p> <p><a href="https://pp.planningportal.nsw.gov.au/draftplans/under-consideration/synthetic-turf-public-open-space-guidelines">https://pp.planningportal.nsw.gov.au/draftplans/under-consideration/synthetic-turf-public-open-space-guidelines</a></p>	D25/120048		Email	Public	Assets & Infrastructure	Currently not in budget. Staff are reviewing State Government recommendations for synthetic turf fields.



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## [Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Lugarno Shops Toilet	4	4.01	<p>I am writing to formally advocate and request that this year's budget includes funding for the <b>installation of a small public toilet facility at the Lugarno shopping strip</b>. As you know, this matter has been raised with increasing urgency by both business owners and residents, and I believe it now warrants serious consideration from both a financial planning and community wellbeing perspective.</p> <p>Lugarno Shops is a well-frequented local centre that services not only surrounding residents but also visitors drawn to nearby amenities such as Gannons Park, H.V. Evatt Park, and the Georges River waterfront. Despite the high pedestrian and customer traffic in the area, there is currently no public toilet facility available within reasonable proximity. This creates significant inconvenience for the elderly, families with young children, and individuals with accessibility needs.</p> <p>Some key points for consideration:</p> <ul style="list-style-type: none"> <li>-High Foot Traffic: Lugarno Shops includes a popular café, bakery, pharmacy, post office, and multiple eateries – attracting steady daily visitation.</li> <li>-Proximity to Parks: The area acts as a thoroughfare for visitors to local parks, yet there are no public amenities within walking distance.</li> <li>-Impact on Local Business: Business owners report that customers frequently request toilet access, which places an unreasonable burden on small businesses and impacts customer service.</li> <li>-Equity and Accessibility: The lack of facilities disadvantages older residents, parents, and individuals with medical conditions – contributing to social exclusion.</li> </ul> <p>Importantly, residents and business owners have been actively advocating for the installation of this facility for well over a decade. Over that time, petitions have been collected with hundreds of signatures in support of the facility, clearly demonstrating consistent and widespread community demand. Despite repeated requests, this basic need remains unmet.</p> <p>Comparable suburban shopping precincts across the LGA are serviced by small, low-maintenance toilet facilities, and I believe Lugarno should be afforded the same standard of amenity. Even a modest, single-stall structure with accessible features would meet a critical need and reflect council's ongoing commitment to community wellbeing and inclusion.</p> <p>I would appreciate your support in ensuring this project is prioritised in the upcoming budget. I'd be happy to meet and discuss possible approaches to progressing this further.</p>	D25/124075	17/04/2025	Email	Councillor	Assets & Infrastructure	May 2025 Council resolved to continue feasibility assessments. Not currently in the Capital Works Budget.
DPOP	Review of Safety and Security Measures at Hurstville Aquatic Leisure Centre	5	5.01	1) Item: NM014-24 Review of Safety and Security Measures at Hurstville Aquatic Leisure Centre	D25/132393 and D25/177215	9/04/2025 and 2/6/25	Email	Councillor	Community & Culture	No funding has been included in the 25/26 budget for CCTV at Hurstville Aquatic Leisure Centre. Noted for future budget requests.
DPOP	Rose St - Forest Road Traffic Works	5	5.02	2) Item: NM061-23 Pedestrian Safety Measures - Rose Street Hurstville	D25/132393	9/04/2025	Email	Councillor	Assets & Infrastructure	Rose Street Pedestrian Crossing is identified in the 25/26 Capital Works Program
DPOP	Traffic Program - Carrington & Warwick	6	6.01	1. The proposed roundabout and/or associated road safety measures for the corner of Carrington and Warwick Avenue, Hurstville	D25/132656	9/04/2025	Email	Councillor	Assets & Infrastructure	The delivery of safety measures at the intersection of Warwick and Carrington are included in the 25/26 Capital Works Program
DPOP	Multi-sport stadium	6	6.02	2.The proposed study into a new multifunction sports centre as proposed to be co-funded by Basketball NSW (c/o St. George Basketball)	D25/132656	9/04/2025	Email	Councillor	Assets & Infrastructure	This was submitted as a budget bid to consider this project. Currently this work sits as unfunded with other works prioritised.
DPOP	Sportsfield Lighting	7	7.01	Add to the submissions a \$XX budget bid for sport field lighting.	D25/132673	29/04/2025	Email	Staff	Assets & Infrastructure	This will enable the delivery of recommendations from the Lux Lighting review to ensure fields meet compliance and service level commitments.
DPOP	Hogben Park Dog Park	8	8.01	<p><b>NM031-25 Off Leash Dog Park</b></p> <p>That Council:</p> <ul style="list-style-type: none"> <li>(i)Initiates a review of the Hogben Park Masterplan 2010 to ensure it reflects current community needs, environmental conditions, and the long-term strategy and vision for the park.</li> <li>(ii)Commences renewed community consultation as part of this review, with particular focus on the proposed dog park, fencing location, and accessibility.</li> <li>(iii)Commences consultation on the dog park being relocated to the empty spaces on the alternate areas of the park with higher ground.</li> <li>(iv)Pauses implementation of the proposed dog park and related infrastructure until the review and renewed consultation is complete and adopted by Council.</li> <li>(v) Provides ongoing updates including timelines to the community to ensure transparency and meaningful engagement throughout the process</li> </ul>	D25/127644	28/05/2025	Email	Councillor	Environment & Planning	<p>This relates to Council resolution NM031-25 - Off leash Dog Park. Hogben Park is listed in the Council's Generic Plan of Management for Parks. This is a relatively new PoM adopted by Council. The PoM on page 81 lists Hogben Park as being available for off leash facilities. Hogben Park does have a Landscape Master Plan that was prepared in 2010.</p> <p>There is no funding for a new master plan and an amendment to the Generic PoM (if required) in FY24/25 and no budget has been set aside in the draft FY25/26 Budget.</p>

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DPOP	Traffic Studies Question	9	9.01	Please could I request a full list of all traffic studies currently requested with a list of priorities against them?	D25/155232	19/05/2025	Email	Councillor	Assets & Infrastructure	Not all studies require budget, some can be carried out by Council Officers. List provided.
DPOP	Penshurst Town Centre Bridge St Green Space	10	10.01	As a concerned resident of Penshurst, I am writing to kindly request your support for several important improvements in our local area to be considered in the upcoming Georges River Council budget. <b>1. Bridge Street Greenspace:</b> I understand that the state government has granted Penshurst access to the greenspace on Bridge Street. I would like to request that the Council allocate funding in the budget to facilitate public access to this park. With the limited green space in Penshurst, this park would greatly enhance the well-being and happiness of our community.	D25/147507	11/05/2025	Email	Public	Assets & Infrastructure	Phase 1 Community Consultation has concluded, a public domain plan with costings will be developed in 25/26. Works will be phased into future budgets for delivery.
DPOP	Penshurst Town Centre Streetscape Enhancements	10	10.02	<b>2. Streetscape Improvements:</b> I propose the inclusion of funds to improve the streetscape with additional plantings and street furniture, which would significantly enhance the visual appeal and overall experience of our town.	D25/147507	11/05/2025	Email	Public	Assets & Infrastructure	Phase 1 Community Consultation has concluded, a public domain plan with costings will be developed in 25/26. Works will be phased into future budgets for delivery.
DPOP	Penshurst Town Centre Public Toilet Renovation	10	10.03	<b>3. Public Toilet Renovation:</b> The public toilets in our area are in need of renovation. I ask that the Council consider allocating funds for internal improvements to make these facilities cleaner, more modern, and functional.	D25/147507	11/05/2025	Email	Public	Assets & Infrastructure	Phase 1 Community Consultation has concluded, a public domain plan with costings will be developed in 25/26. Works will be phased into future budgets for delivery.
DPOP	Penshurst Town Centre Guard Rail for Amenities	10	10.04	<b>4. Guard Rail for Public Amenities:</b> I suggest the installation of a guard rail in front of the public amenities building to improve safety for all visitors.	D25/147507	11/05/2025	Email	Public	Assets & Infrastructure	Phase 1 Community Consultation has concluded, a public domain plan with costings will be developed in 25/26. Works will be phased into future budgets for delivery.
DPOP	Penshurst Town Centre Traffic Study	10	10.05	<b>5. Traffic Study for Penshurst Town Centre:</b> I also request that the Council conduct a traffic study in the Penshurst Town Centre to address any congestion and safety concerns.	D25/147507	11/05/2025	Email	Public	Assets & Infrastructure	A traffic study for Penshurst is proposed for 25/26
DPOP	Penshurst Town Centre Bridge St Green Space	11	11.01	<b>The Park on Bridge Street, Penshurst.</b> I strongly urge Council to consider converting the car park/unused lot adjacent to TJ's near to Penshurst Station on Bridge Street into a public park or green space. This location,, offers enormous potential to become a vibrant, much-needed urban green space that could serve as a welcoming entry point to Penshurst. A thoughtfully designed park would provide shade, seating, and a safe gathering area, encouraging pedestrian activity and greatly enhancing the visual appeal of the area. It would also align with broader goals around reducing heat in urban environments, promoting sustainability, and improving livability near transit hubs.	D25/148339	9/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Public Toilet Renovation	11	11.02	<b>Renovation of Public Toilets in Penshurst.</b> The condition of the public toilets in the area is in need of attention. Upgrading these amenities will greatly enhance hygiene, usability, and overall experience for locals and visitors alike.	D25/148339	9/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Guard Rail for Amenities	11	11.03	<b>Installation of Guard Rail in Front of Public Amenities Block.</b> For improved safety, particularly for young children and elderly users, a guard rail should be installed in front of the public amenities block. This measure would help prevent accidents and ensure safer access for all.	D25/148339	9/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Traffic Study	11	11.04	<b>Traffic Study for Penshurst Town Centre.</b> Given the increasing congestion and concerns about pedestrian safety, I urge Council to commission a traffic study for Penshurst Town Centre. This study would provide essential data to inform future planning and help ensure a balanced approach to traffic flow, parking, and pedestrian access.	D25/148339	9/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Streetscape Enhancements	11	11.05	<b>Street Plantings and Street Furniture Enhancements.</b> Additional greenery, planter boxes, benches, and shaded seating areas would greatly enhance the streetscape and contribute to a more pleasant and inviting town centre. The beautification of Penshurst must be seen as a critical investment, not an optional extra. Increased street tree plantings, garden beds, and native vegetation will create a greener, more vibrant town centre—enhancing not only aesthetics, but also comfort, environmental health, and community pride. In tandem, more seating, shaded rest areas, bins, bike racks, and thoughtfully placed furniture will encourage walking, social interaction, and support for local businesses. These elements are fundamental to creating a lively, attractive streetscape and elevating the look and feel of our suburb. These proposed improvements would make a meaningful difference to the safety, functionality, and livability of our neighbourhood. I respectfully request that they be given serious consideration in your upcoming budget deliberations.	D25/148339	9/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	12	12.01	<b>1. Bridge Street Greenspace.</b> I am pleased to learn that the state government has granted Penshurst access to the greenspace on Bridge Street. This presents a valuable opportunity to expand our limited green spaces, which are crucial to the health and well-being of our community. I kindly request that the Council allocate funding to ensure that this greenspace is developed in a way that allows safe and easy public access. A well designed park in this area would serve as a peaceful retreat for families, seniors, and individuals of all ages to gather, relax, and enjoy the outdoors. It could also provide a space for community events, recreational activities, and social gatherings. As the demand for green spaces grows, it is imperative that Penshurst seize this opportunity to create a welcoming environment for its residents.	D25/151673	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01

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DPOP	Penshurst Town Centre Streetscape Enhancements	12	12.02	<b>2. Streetscape Improvements.</b> In addition to the Bridge Street greenspace, I propose that funds be allocated for significant streetscape improvements throughout the town. Enhancing our streetscapes with additional trees, plants, and attractive street furniture would not only beautify Penshurst but also improve the overall pedestrian experience. Thoughtful landscaping and design can transform our streets into more inviting and pleasant spaces, which could encourage residents and visitors alike to spend more time in our town centre. The inclusion of seating areas, shaded spots, and sustainable plantings would help create an environment that fosters social interaction, relaxation, and pride in our neighbourhood.	D25/151673	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	12	12.03	<b>3. Public Toilet Renovation.</b> It has come to my attention that the public toilets in Penshurst are in need of significant renovation. These facilities are crucial for both residents and visitors, particularly those using the local parks, community spaces, and transport hubs. I kindly request that the Council allocate funds for a comprehensive renovation of these toilets, with an emphasis on making them cleaner, more modern, and accessible. A well-maintained, safe, and functional public toilet facility is not only a basic necessity but also a reflection of the standard of public services in our community. Modernising these amenities will enhance the overall experience of our town and provide a sense of pride for those who use them.	D25/151673	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	12	12.04	<b>4. Guard Rail for Public Amenities.</b> Safety is a top priority for any public space, and I would like to request the installation of a guard rail in front of the public amenities building. This would ensure greater safety for visitors, particularly those with young children, seniors, or individuals with mobility challenges. A well-placed guard rail can help prevent accidents and make the area more accessible to everyone. It would be a small but highly effective addition that would contribute to a safer environment for all members of our community.	D25/151673	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	12	12.05	<b>5. Traffic Study for Penshurst Town Centre.</b> As our suburb continues to grow, so too does the volume of traffic in and around the Penshurst Town Centre. This increase in traffic has led to congestion, safety concerns, and a decrease in overall pedestrian safety. To address these issues, I kindly request that the Council conduct a thorough traffic study of the area to assess current conditions and identify solutions to alleviate congestion and improve safety. A well-planned traffic management strategy could include improvements such as better pedestrian crossings, clearer signage, traffic calming measures, and enhanced access for public transport. By addressing these concerns, we can ensure that our town centre remains a vibrant, accessible, and safe environment for all. In conclusion, I respectfully urge the Council to consider these requests as part of the upcoming budget cycle. By investing in these improvements, we can ensure that Penshurst remains a vibrant, thriving community where residents and visitors alike can enjoy a higher quality of life. I appreciate your time and attention to these matters and look forward to seeing positive developments in our area. Thank you for your commitment to the betterment of our community. I am confident that with your support, we can make Penshurst an even better place to live, work, relax and enjoy.	D25/151673	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	13	13.01	As a long-time resident of Penshurst, I am reaching out to you with a request to consider several important initiatives for our local area in the upcoming Georges River Council budget. I firmly believe that addressing these issues will contribute significantly to improving the quality of life for all residents and enhance the sense of community in our beautiful suburb. <b>Bridge Street Greenspace.</b> I am pleased to learn that the state government has granted Penshurst access to the greenspace on Bridge Street. This presents a valuable opportunity to expand our limited green spaces, which are crucial to the health and well-being of our community. I kindly request that the Council allocate funding to ensure that this greenspace is developed in a way that allows safe and easy public access. A well-designed park in this area would serve as a peaceful retreat for families, seniors, and individuals of all ages to gather, relax, and enjoy the outdoors. It could also provide a space for community events, recreational activities, and social gatherings. As the demand for green spaces grows, it is imperative that Penshurst seize this opportunity to create a welcoming environment for its residents.	D25/152458	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	13	13.02	<b>Streetscape Improvements.</b> In addition to the Bridge Street greenspace, I propose that funds be allocated for significant streetscape improvements throughout the town. Enhancing our streetscapes with additional trees, plants, and attractive street furniture would not only beautify Penshurst but also improve the overall pedestrian experience. Thoughtful landscaping and design can transform our streets into more inviting and pleasant spaces, which could encourage residents and visitors alike to spend more time in our town centre. The inclusion of seating areas, shaded spots, and sustainable plantings would help create an environment that fosters social interaction, relaxation, and pride in our neighbourhood.	D25/152458	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02

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DPOP	Penshurst Town Centre Public Toilet Renovation	13	13.03	<b>Public Toilet Renovation.</b> It has come to my attention that the public toilets in Penshurst are in need of significant renovation. These facilities are crucial for both residents and visitors, particularly those using the local parks, community spaces, and transport hubs. I kindly request that the Council allocate funds for a comprehensive renovation of these toilets, with an emphasis on making them cleaner, more modern, and accessible. A well-maintained, safe, and functional public toilet facility is not only a basic necessity but also a reflection of the standard of public services in our community. Modernising these amenities will enhance the overall experience of our town and provide a sense of pride for those who use them.	D25/152458	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	13	13.04	<b>Guard Rail for Public Amenities.</b> Safety is a top priority for any public space, and I would like to request the installation of a guard rail in front of the public amenities building. This would ensure greater safety for visitors, particularly those with young children, seniors, or individuals with mobility challenges. A well-placed guard rail can help prevent accidents and make the area more accessible to everyone. It would be a small but highly effective addition that would contribute to a safer environment for all members of our community.	D25/152458	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	13	13.05	<b>Traffic Study for Penshurst Town Centre.</b> As our suburb continues to grow, so too does the volume of traffic in and around the Penshurst Town Centre. This increase in traffic has led to congestion, safety concerns, and a decrease in overall pedestrian safety. To address these issues, I kindly request that the Council conduct a thorough traffic study of the area to assess current conditions and identify solutions to alleviate congestion and improve safety. A well-planned traffic management strategy could include improvements such as better pedestrian crossings, clearer signage, traffic calming measures, and enhanced access for public transport. By addressing these concerns, we can ensure that our town centre remains a vibrant, accessible, and safe environment for all. In conclusion, I respectfully urge the Council to consider these requests as part of the upcoming budget cycle. By investing in these improvements, we can ensure that Penshurst remains a vibrant, thriving community where residents and visitors alike can enjoy a higher quality of life. I appreciate your time and attention to these matters and look forward to seeing positive developments in our area.	D25/152458	14/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	14	14.01	As a concerned resident of Penshurst, I would like to request your support for several improvements in our local area to be considered in the upcoming Georges River Council budget. <b>Bridge Street Greenspace:</b> I understand that the state government has granted Penhurst access to the greenspace on Bridge Street. Could the Georges River Council please include funding in the budget to facilitate public access to this park?	D25/152561	13/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	14	14.02	<b>Streetscape Improvements:</b> I request the inclusion of funding to enhance the streetscape with additional planting and street furniture to improve the visual appeal and overall experience of our town.	D25/152561	13/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Guard Rail for Amenities	14	14.03	<b>Guard Rails for Public Amenities:</b> I propose the installation of a guardrail in front of public amenities for safety purposes	D25/152561	13/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Traffic Study	14	14.04	<b>Traffic Study for Penshurst Town Centre:</b> I request the council conduct a traffic study in the Penshurst Town Centre to address congestion and safety concerns. The community came together with some great suggestions in the 'Streetscape Program - Penshurst Public Domain Embellishments', it's a shame few/none are included in the budget.	D25/152561	13/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Planning	15	15.01	I am a local resident of Penshurst and wanted to share some feedback regarding the types of retail and community spaces currently available in the area, as well as ideas for how we can support a more diverse and modern mix of businesses to better serve the evolving needs of the community. Penshurst has experienced significant growth and demographic change in recent years, and while it's wonderful to see a thriving multicultural community, I believe there is a strong opportunity to encourage more variety in our local retail landscape. In particular, I feel that introducing more modern cafes, fresh food options, boutique stores, and wellness services could significantly improve the liveability of the area and attract a wider range of people to support local businesses. A great nearby example is Montdale, which has evolved into a vibrant local hub with a great mix of contemporary cafes, small bars, specialty stores, and well-curated streetscapes. There is clear demand for a similar atmosphere and offering in Penshurst, and I believe many residents would welcome and actively support these kinds of improvements. I'd love to understand whether there are any upcoming plans for retail revitalisation or incentives for attracting new types of businesses to the Penshurst shopping strip and surrounding areas. I'm also very interested in how residents can have a more active voice in shaping the commercial future of our suburb.	D25/153190	15/05/2025	Email	Public	Environment & Planning	Per item 10.05

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Bridge St Green Space	16	16.01	<p>As a resident of Penshurst, I am reaching out to you with a request to consider several important initiatives for our local area in the upcoming Georges River Council budget. I firmly believe that addressing these issues will contribute significantly to improving the quality of life for all residents and enhance the sense of community in our beautiful suburb.</p> <p><b>Bridge Street Greenspace</b></p> <p>I am pleased to learn that the state government has granted Penshurst access to the greenspace on Bridge Street. This presents a valuable opportunity to expand our limited green spaces, which are crucial to the health and well-being of our community. I kindly request that the Council allocate funding to ensure that this greenspace is developed in a way that allows safe and easy public access. A well-designed park in this area would serve as a peaceful retreat for families, seniors, and individuals of all ages to gather, relax, and enjoy the outdoors. It could also provide a space for community events, recreational activities, and social gatherings. As the demand for green spaces grows, it is imperative that Penshurst seize this opportunity to create a welcoming environment for its residents.</p>	D25/154046	16/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	16	16.02	<p><b>Streetscape Improvements</b></p> <p>In addition to the Bridge Street greenspace, I propose that funds be allocated for significant streetscape improvements throughout the town. Enhancing our streetscapes with additional trees, plants, and attractive street furniture would not only beautify Penshurst but also improve the overall pedestrian experience. Thoughtful landscaping and design can transform our streets into more inviting and pleasant spaces, which could encourage residents and visitors alike to spend more time in our town centre. The inclusion of seating areas, shaded spots, and sustainable plantings would help create an environment that fosters social interaction, relaxation, and pride in our neighbourhood.</p>	D25/154046	16/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	16	16.03	<p><b>Public Toilet Renovation</b></p> <p>It has come to my attention that the public toilets in Penshurst are in need of significant renovation. These facilities are crucial for both residents and visitors, particularly those using the local parks, community spaces, and transport hubs. I kindly request that the Council allocate funds for a comprehensive renovation of these toilets, with an emphasis on making them cleaner, more modern, and accessible. A well-maintained, safe, and functional public toilet facility is not only a basic necessity but also a reflection of the standard of public services in our community. Modernising these amenities will enhance the overall experience of our town and provide a sense of pride for those who use them.</p>	D25/154046	16/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	16	16.04	<p><b>Guard Rail for Public Amenities</b></p> <p>Safety is a top priority for any public space, and I would like to request the installation of a guard rail in front of the public amenities building. This would ensure greater safety for visitors, particularly those with young children, seniors, or individuals with mobility challenges. A well-placed guard rail can help prevent accidents and make the area more accessible to everyone. It would be a small but highly effective addition that would contribute to a safer environment for all members of our community.</p>	D25/154046	16/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	16	16.05	<p><b>Traffic Study for Penshurst Town Centre</b></p> <p>As our suburb continues to grow, so too does the volume of traffic in and around the Penshurst Town Centre. This increase in traffic has led to congestion, safety concerns, and a decrease in overall pedestrian safety. To address these issues, I kindly request that the Council conduct a thorough traffic study of the area to assess current conditions and identify solutions to alleviate congestion and improve safety. A well-planned traffic management strategy could include improvements such as better pedestrian crossings, clearer signage, traffic calming measures, and enhanced access for public transport. By addressing these concerns, we can ensure that our town centre remains a vibrant, accessible, and safe environment for all. In conclusion, I respectfully urge the Council to consider these requests as part of the upcoming budget cycle. By investing in these improvements, we can ensure that Penshurst remains a vibrant, thriving community where residents and visitors alike can enjoy a higher quality of life. I appreciate your time and attention to these matters and look forward to seeing positive developments in our area.</p>	D25/154046	16/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Bridge St Green Space	17	17.01	<p>As a long-time resident of Penshurst, I am reaching out to you with a request to consider several important initiatives for our local area in the upcoming Georges River Council budget. I firmly believe that addressing these issues will contribute significantly to improving the quality of life for all residents and enhance the sense of community in our beautiful suburb.</p> <p><b>1. Bridge Street Greenspace</b></p> <p>I am pleased to learn that the state government has granted Penshurst access to the greenspace on Bridge Street. This presents a valuable opportunity to expand our limited green spaces, which are crucial to the health and well-being of our community. I kindly request that the Council allocate funding to ensure that this greenspace is developed in a way that allows safe and easy public access. A well-designed park in this area would serve as a peaceful retreat for families, seniors, and individuals of all ages to gather, relax, and enjoy the outdoors. It could also provide a space for community events, recreational activities, and social gatherings. As the demand for green spaces grows, it is imperative that Penshurst seize this opportunity to create a welcoming environment for its residents and visitors.</p> <p>I am reaching out to you with a request to consider several important initiatives for our local area in the upcoming Georges River Council budget. I firmly believe that addressing these issues will contribute significantly to improving the quality of life for all residents and enhance the sense of community in our beautiful suburb.</p>	D25/154063	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	17	17.02	<p><b>2. Streetscape Improvements.</b> In addition to the Bridge Street greenspace, I propose that funds be allocated for significant streetscape improvements throughout the town. Enhancing our streetscapes with additional trees, plants, and attractive street furniture would not only beautify Penshurst but also improve the overall pedestrian experience. Thoughtful landscaping and design can transform our streets into more inviting and pleasant spaces, which could encourage residents and visitors alike to spend more time in our town centre. The inclusion of seating areas, shaded spots, and sustainable plantings would help create an environment that fosters social interaction, relaxation, and pride in our neighbourhood.</p>	D25/154063	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	17	17.03	<p><b>3. Public Toilet Renovation.</b> It has come to my attention that the public toilets in Penshurst are in need of significant renovation. These facilities are crucial for both residents and visitors, particularly those using the local parks, community spaces, and transport hubs. I kindly request that the Council allocate funds for a comprehensive renovation of these toilets, with an emphasis on making them cleaner, more modern, and accessible. A well-maintained, safe, and functional public toilet facility is not only a basic necessity but also a reflection of the standard of public services in our community. Modernising these amenities will enhance the overall experience of our town and provide a sense of pride for those who use them.</p>	D25/154063	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	17	17.04	<p><b>4. Guard Rail for Public Amenities.</b> Safety is a top priority for any public space, and I would like to request the installation of a guardrail in front of the public amenities building. This would ensure greater safety for visitors, particularly those with young children, seniors, or individuals with mobility challenges. A well-placed guard rail can help prevent accidents and make the area more accessible to everyone. It would be a small but highly effective addition that would contribute to a safer environment for all members of our community.</p>	D25/154063	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	17	17.05	<p><b>5. Traffic Study for Penshurst Town Centre.</b> As our suburb continues to grow, so too does the volume of traffic in and around the Penshurst Town Centre. This increase in traffic has led to congestion, safety concerns, and a decrease in overall pedestrian safety. To address these issues, I kindly request that the Council conduct a thorough traffic study of the area to assess current conditions and identify solutions to alleviate congestion and improve safety. A well-planned traffic management strategy could include improvements such as better pedestrian crossings, clearer signage, traffic calming measures, and enhanced access for public transport. By addressing these concerns, we can ensure that our town centre remains a vibrant, accessible, and safe environment for all. In conclusion, I respectfully urge the Council to consider these requests as part of the upcoming budget cycle. By investing in these improvements, we can ensure that Penshurst remains a vibrant, thriving community where residents and visitors alike can enjoy a higher quality of life. I appreciate your time and attention to these matters and look forward to seeing positive developments in our area.</p>	D25/154063	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	18	18.01	<p>As a resident of Penshurst, I would like to respectfully request your consideration of several key initiatives for inclusion in the upcoming Georges River Council budget. I am confident that these projects will significantly enhance the quality of life for our local community.</p> <p><b>1. Bridge Street Greenspace</b></p> <p>With the state government's recent decision to grant access to the Bridge Street greenspace, I urge the Council to allocate funding to transform this area into a public park. This green space would offer a tranquil retreat for families, seniors, and individuals of all ages, while also providing a venue for community events and gatherings.</p>	D25/154214	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	18	18.02	<p><b>2. Streetscape Enhancements</b> I propose that funding be allocated to improve the streetscapes across Penshurst, including the planting of trees, installation of greenery, and addition of street furniture. These improvements would beautify our town, enhance the pedestrian experience, and create inviting spaces for both residents and visitors.</p>	D25/154214	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02



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## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Public Toilet Renovation	18	18.03	<b>3. Public Toilet Renovations</b> The public toilets in Penshurst are in urgent need of modernisation. I request funding to renovate and upgrade these facilities, ensuring they are clean, accessible, and user-friendly, particularly for those visiting local parks and transport hubs.	D25/154214	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	18	18.04	<b>4. Guard Rail for Public Amenities Block</b> To improve safety, I recommend the installation of a guard rail in front of the public amenities building. This would provide added protection for visitors, especially families with young children and individuals with mobility challenges, making the space safer and more accessible for all.	D25/154214	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	18	18.05	<b>5. Traffic Study for Town Centre</b> Given the growing traffic concerns in the Penshurst Town Centre, I request that the Council commission a traffic study to assess the current situation and explore possible solutions to enhance safety and reduce congestion. Measures such as improved pedestrian crossings and traffic-calming strategies would make the area safer and more navigable for everyone. In conclusion, I kindly urge the Council to consider these proposals for inclusion in the upcoming budget. These improvements will greatly benefit both residents and visitors of Penshurst. Thank you for your attention to these important matters, and I look forward to seeing positive changes in our community.	D25/154214	15/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Illegal Dumping Surveillance	19	19.01	Illegal Dumping Grant Funding - EPA grant that has already been received to fund the hire of surveillance cameras	D25/159059	30/04/2025	Email	Staff	Business & Corporate Services	Increase to income and expenditure. No impact on budgeted operating surplus. Recommend adding to 2025/26 Budget in Q1
DPOP	Penshurst Town Centre Bridge St Green Space	20	20.01	<b>Bridge Street Greenspace</b> I am pleased to learn that the state government has granted Penshurst access to the greenspace on Bridge Street. This presents a valuable opportunity to expand our limited green spaces, which are crucial to the health and well-being of our community. I kindly request that the Council allocate funding to ensure that this greenspace is developed in a way that allows safe and easy public access. A well-designed park in this area would serve as a peaceful retreat for families, seniors, and individuals of all ages to gather, relax, and enjoy the outdoors. It could also provide a space for community events, recreational activities, and social gatherings. As the demand for green spaces grows, it is imperative that Penshurst seize this opportunity to create a welcoming environment for its residents.	D25/160028	20/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	20	20.02	<b>Streetscape Improvements</b> In addition to the Bridge Street greenspace, I propose that funds be allocated for significant streetscape improvements throughout the town. Enhancing our streetscapes with additional trees, plants, and attractive street furniture would not only beautify Penshurst but also improve the overall pedestrian experience. Thoughtful landscaping and design can transform our streets into more inviting and pleasant spaces, which could encourage residents and visitors alike to spend more time in our town centre. The inclusion of seating areas, shaded spots, and sustainable plantings would help create an environment that fosters social interaction, relaxation, and pride in our neighbourhood.	D25/160028	20/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	20	20.03	<b>Public Toilet Renovation</b> It has come to my attention that the public toilets in Penshurst are in need of significant renovation. These facilities are crucial for both residents and visitors, particularly those using the local parks, community spaces, and transport hubs. I kindly request that the Council allocate funds for a comprehensive renovation of these toilets, with an emphasis on making them cleaner, more modern, and accessible. A well-maintained, safe, and functional public toilet facility is not only a basic necessity but also a reflection of the standard of public services in our community. Modernising these amenities will enhance the overall experience of our town and provide a sense of pride for those who use them.	D25/160028	20/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	20	20.04	<b>Guard Rail for Public Amenities</b> Safety is a top priority for any public space, and I would like to request the installation of a guard rail in front of the public amenities building. This would ensure greater safety for visitors, particularly those with young children, seniors, or individuals with mobility challenges. A well-placed guard rail can help prevent accidents and make the area more accessible to everyone. It would be a small but highly effective addition that would contribute to a safer environment for all members of our community.	D25/160028	20/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	20	20.05	<b>Traffic Study for Penshurst Town Centre</b> As our suburb continues to grow, so too does the volume of traffic in and around the Penshurst Town Centre. This increase in traffic has led to congestion, safety concerns, and a decrease in overall pedestrian safety. To address these issues, I kindly request that the Council conduct a thorough traffic study of the area to assess current conditions and identify solutions to alleviate congestion and improve safety. A well-planned traffic management strategy could include improvements such as better pedestrian crossings, clearer signage, traffic calming measures, and enhanced access for public transport. By addressing these concerns, we can ensure that our town centre remains a vibrant, accessible, and safe environment for all.	D25/160028	20/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05

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## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Mortdale Town Centre Beautification	21	21.01	include the beautification of Mortdale to ensure the upgrade feels complete. Final touches such as: ■ Installing lights on the trees (with potential for Christmas decorations) ■ Adding wood to the benches ■ Extra planting and replacing any dead plants ■ Maybe commission some local artists to create some street art	D25/163287 & D25/162288	25/05/2025	Email	Public	Assets & Infrastructure	Budget bid was submitted for 2025/2026 budget, should this be supported a report is provided to Council outlining the feasibility, cost estimates and implementation timeline for these enhancements.
DPOP	Mortdale Town Centre Cleaning	21	21.02	■ Regular street cleaning	D25/163287 & D25/162288	25/05/2025	Email	Public	Assets & Infrastructure	Council's City Operational Services team operates four street sweepers that work to keep roads clean, improve road safety, prevent pollution from entering drainage systems, and maintain the aesthetic quality of Town Centres. Dedicated teams attend town centres daily to improve amenity of these important community areas.
DPOP	Mortdale Town Centre Beautification	22	22.01	We ask that you include the beautification of Mortdale to ensure the upgrade feels complete. Final touches such as: -Installing lights on the trees (with potential for Christmas decorations) -Adding wood to the benches -Extra planting and replacing any dead plants	D25/163291 & D25/162445	25/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	22	22.02	-Regular street cleaning	D25/163291 & D25/162445	25/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	23	23.01	We ask that you include the Beautification of Mortdale so that it looks completed. The final touches of: -lights on the tree with looking at Christmas Decorations -wood on the benches -Extra planting and replacing the plants that have died would	D25/162187	22/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	23	23.02	• Regular street cleaning. I fully agree with these and any other beautification measures to our Mortdale Village. The current project (as above) should be completed within a reasonable time frame. Most importantly, we do not want is any over-development, such as the proposed re-development of Mortdale RSL, which will destroy our village character and cause numerous other issues such as excessively increased congestion & parking. With regards to regular street cleaning point above, I can advise that a street sweeper machine does regular cleaning in the area around the centre of the street but this does not cover to the edge areas on the side of the street (agreed parked vehicles are an issue) where, in particular of areas where there a lot of trees on the nature strip, organic debris (leaves etc) are not removed from these kerbside gutter areas causing street drainage issues. Many years in the past their were workers with blowers, that on several occasions, were moving the organic debris from the kerbs to the main part of the street, where the street sweeper machine would collect the waste, but this no longer appears to be done.	D25/162187	22/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	24	24.01	Please include in your Budget funds to complete the Beautification of Mortdale. This includes: -lights on the tree with looking at Christmas Decorations -wood on the benches -Extra planting and replacing the plants that have died	D25/157818	21/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	24	24.02	-Regular street cleaning	D25/157818	21/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	25	25.01	We ask that you include the beautification of Mortdale in the budget to ensure the upgrade feels complete. The community would respectfully need final touches such as: • Installing lights on the trees (with potential for Christmas decorations) • Adding wood to the benches (currently cold, uncomfortable and unsightly) • Extra planting and replacing any dead plants (Natives to benefit for wildlife already suffering loss of habitat)	D25/162738 & 163299	24/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	25	25.02	• Regular street cleaning	D25/162738 & 163299	24/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	26	26.01	As a resident of Mortdale, it is disappointing to see what appears to be a substandard finish to the Mortdale Streetscape upgrade. In fact the upgrade looks more like a cheap downgrade. The artist's impression was at the very least misleading. A lack of the published finishes: • wood benches where there is now only concrete • Extra planting, topsoil and mulching of these concrete garden beds • Damaged silver poles • Tree lights throughout	D25/162741 & D25/163304	24/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01

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DPOP	Mortdale Town Centre Cleaning	26	26.02	• Regular street cleaning, removal of posters and graffiti would greatly improve the atmosphere and appeal of the Mortdale Village Centre.	D25/162741 & D25/163304	24/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	27	27.01	We ask that you include the Beautification of Mortdale so that it looks completed. The final touches of: • Lights on the tree with looking at Christmas Decorations • Wood on the benches • Extra planting and replacing the plants that have died would	D25/157819	21/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	27	27.02	• Regular street cleaning. Would greatly improve the feel and vibe of the Mortdale Village Centre.	D25/157819	21/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	28	28.01	I am a shop keeper in Mortdale requesting the completion of the work to beautify Mortdale. The final touches are really needed in order to keep Mortdale looking visually appealing and inviting to locals and visitors to our unique shopping village. The finishing touches of 1 Fairy lights to the Tree on the corner of Macquarie Place and Morts Rd which will enhance the look and festive feel especially around the festive season . . " The Lighting of the Tree " at Christmas" can be an event 2 wood panelling to complete the existing cold and dirty concrete seating 3 Replacing plants that have died and extra plants to the existing planter boxes and to additional new plant boxes	D25/162754	24/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	28	28.02	4 Regular street cleaning These few things would make such a difference to the feel and vibe of Mortdale Village	D25/162754	24/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Penshurst Town Centre Bridge St Green Space	29	29.01	<b>1. Bridge Street Greenspace.</b> I am pleased to learn that the state government has granted Penshurst access to the greenspace on Bridge Street. This presents a valuable opportunity to expand our limited green spaces, which are crucial to the health and well-being of our community. I kindly request that the Council allocate funding to ensure that this greenspace is developed in a way that allows safe and easy public access. A well designed park in this area would serve as a peaceful retreat for families, seniors, and individuals of all ages to gather, relax, and enjoy the outdoors. It could also provide a space for community events, recreational activities, and social gatherings. As the demand for green spaces grows, it is imperative that Penshurst seize this opportunity to create a welcoming environment for its residents.	D25/163884	26/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	29	29.02	<b>2. Streetscape Improvements.</b> In addition to the Bridge Street greenspace, I propose that funds be allocated for significant streetscape improvements throughout the town. Enhancing our streetscapes with additional trees, plants, and attractive street furniture would not only beautify Penshurst but also improve the overall pedestrian experience. Thoughtful landscaping and design can transform our streets into more inviting and pleasant spaces, which could encourage residents and visitors alike to spend more time in our town centre. The inclusion of seating areas, shaded spots, and sustainable plantings would help create an environment that fosters social interaction, relaxation, and pride in our neighbourhood.	D25/163884	26/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	29	29.03	<b>3. Public Toilet Renovation.</b> It has come to my attention that the public toilets in Penshurst are in need of significant renovation. These facilities are crucial for both residents and visitors, particularly those using the local parks, community spaces, and transport hubs. I kindly request that the Council allocate funds for a comprehensive renovation of these toilets, with an emphasis on making them cleaner, more modern, and accessible. A well-maintained, safe, and functional public toilet facility is not only a basic necessity but also a reflection of the standard of public services in our community. Modernising these amenities will enhance the overall experience of our town and provide a sense of pride for those who use them.	D25/163884	26/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	29	29.04	<b>4. Guard Rail for Public Amenities.</b> Safety is a top priority for any public space, and I would like to request the installation of a guard rail in front of the public amenities building. This would ensure greater safety for visitors, particularly those with young children, seniors, or individuals with mobility challenges. A well-placed guard rail can help prevent accidents and make the area more accessible to everyone. It would be a small but highly effective addition that would contribute to a safer environment for all members of our community.	D25/163884	26/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

## [Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Traffic Study	29	29.05	<b>5. Traffic Study for Penshurst Town Centre.</b> As our suburb continues to grow, so too does the volume of traffic in and around the Penshurst Town Centre. This increase in traffic has led to congestion, safety concerns, and a decrease in overall pedestrian safety. To address these issues, I kindly request that the Council conduct a thorough traffic study of the area to assess current conditions and identify solutions to alleviate congestion and improve safety. A well planned traffic management strategy could include improvements such as better pedestrian crossings, clearer signage, traffic calming measures, and enhanced access for public transport. By addressing these concerns, we can ensure that our town centre remains a vibrant, accessible, and safe environment for all. In conclusion, I respectfully urge the Council to consider these requests as part of the upcoming budget cycle. By investing in these improvements, we can ensure that Penshurst remains a vibrant, thriving community where residents and visitors alike can enjoy a higher quality of life. I appreciate your time and attention to these matters and look forward to seeing positive developments in our area. Thank you for your commitment to the betterment of our community. I am confident that with your support, we can make Penshurst an even better place to live, work, relax and enjoy.	D25/163884	26/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Mortdale Town Centre Beautification	30	30.01	We ask that you include the beautification of Mortdale to ensure the upgrade feels complete. Final touches such as: • Installing lights on the trees (with potential for Christmas decorations) • Adding wood to the benches • Extra planting and replacing any dead plants	D25/163890	25/05/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	30	30.02	• Regular street cleaning ...would greatly improve the atmosphere and appeal of the Mortdale Village Centre.	D25/163890 & D25/165880	25/05/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	31	31.01	Support for the beautification of Mortdale by 1/. Installing tree lights 2/. Adding wood to the seating 3/. Extra planting to replace the dead trees.	D25/163890 & D25/165880	25/05/2025 & 27/05/25	Email	Public	Assets & Infrastructure	Per item 10.2
DPOP	Mortdale Town Centre Cleaning	31	31.02	4/. Regular Street cleaning. Beautifying Town Centres should be a priority, as they impact the entire community. These spaces are where people eat, meet, play, and shop. Creating a joyful, clean, and attractive environment fosters community pride and enhances well-being.	D25/163897	25/05/2025 & 27/05/25	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Carss Park Flats Sports Amenities & Field	32	32.01	<b>NM041-25 Support for Hurstville Zagreb FC: Facility and Field Improvements at Carss Park</b> That Council, as part of the 2025/26 Budget process, consider the following actions to support Hurstville Zagreb Football Club at Carss Park: (i) A short-term solution to address immediate storage needs.	D25/164711	26/05/2025	Council	Councillor	Community & Culture	Council does not support storage containers in the park due to their impact on open space, visual amenity, and accessibility, as outlined in the current Plan of Management. Feedback from Hurstville Zagreb FC and other user groups has informed the draft Master Plan and Plan of Management for Carss and Todd Parks, which will guide future upgrades through Council's Capital Works Program.
DPOP	Carss Park Flats Sports Amenities & Field	32	32.02	(ii) A commitment to maintaining the fields commencing from the next off-season, with feasibility investigations to begin immediately.	D25/164711	26/05/2025	Council	Councillor	Assets & Infrastructure	Council's City Operational Services team continues to implement a turf management program at Carss Park Flats. This ongoing program is focused on preserving the quality, safety, and playability of the sports surface, ensuring it meets the standards required for community recreation and sporting activities.
DPOP	Carss Park Flats Sports Amenities & Field	32	32.03	(iii) An immediate plan to replace the current facilities with modern, up-to-date infrastructure consistent with the standards of surrounding parks.	D25/164711	26/05/2025	Council	Councillor	Assets & Infrastructure	Suggest that once the masterplan and plan of management is delivered works can be designed and constructed. Council staff acknowledge the poor condition of assets and need to phase into 10 year capital works program.
DPOP	Customer Service KPI	33	33.01	Based on EXE039-25 Voice of the Customer Report Q2 2024/25 DECISION: (b) That the Executive Team endorse the following changes to Customer Experience KPIs: • For the 2025/2026 Delivery Program and Operating Program KPI's on Service Request Satisfaction – leverage off current methods to identify an appropriate KPI.  Delete the KPI: Service Request Survey Results which measures overall satisfaction with CRMs. Replace with the following: First call resolution with the target at 80%	D25/16707	28/05/2025	ET Resolution	Staff	Community & Culture	Amendments made to relevant documents as required.

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[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Traffic Studies Request	34	34.01	As per NM027-25 below, can you please include the following Hurstville Public School items from the Hurstville School Precinct Traffic Study in the FY25/26 and 26/27 budgets?  NM027-25 Hurstville School Precinct Traffic Study  RESOLVED: Councillor Wang, Councillor Pun That Council: (i) Expresses gratitude to the schools, parents, Council's traffic team, TINSW, WSP consultants, community members, and particularly the Hurstville Public School Parents Group, for their unwavering advocacy and collaborative efforts in contributing to the "Hurstville School Precinct Traffic Study." (ii) Calls on the NSW State Government and Transport for NSW (TINSW) to prioritise funding for the implementation of the recommendations outlined in the "Hurstville School Precinct Traffic Study." (iii) Commence the investigation of identified Capital Works Projects during the 25/26 Financial Year in preparation for the 26/27 Capital Budget process. (iv) Ensures that the implementation process allows for flexibility and adaptability to address changing conditions, particularly those arising from new developments, with a specific focus on the imminent developments around Forest Road and Durham Street. (v) Encourages the school community to use of the "Log It / Fix It" system. (vi) Requests that regular progress reports on the implementation of the study/s recommendations be provided to the Council and community via the webpage.	D25/167253	23/05/2025	Email	Councillor	Assets & Infrastructure	Capital works identified need to be investigated first in 25/26 prior to adding a future capital works program. There is no budget required for investigation.
DPOP	Mortdale Town Centre Beautification	35	35.01	Would we please get a rough idea of quote for the following:  The Bridge Str Park The Penshurst toilet internal renovation  Planting and Seating - for beautifying the shop area  For Mortdale: Planting and beautifying Timber on benches Christmas Lights on the trees Replacement of dead trees in Mortdale (Operational)  Cost of additional plants to compensate and replace the tree canopy with the removal of the tree. Above and beyond the current tree canopy.	D25/167585	27/05/2025	Email	Councillor	Assets & Infrastructure	There are no costings at this stage Penshurst - high level costings will form part of the public domain plan  Re Mortdale: 24/25 resolutions (b) That, should a budget bid be supported in the 2025/2026 budget, a report is provided to Council outlining the feasibility, cost estimates and implementation timeline for these enhancements. Staff have submitted a Budget Bid for this work as per the resolution
DPOP	Football (soccer) goals for synthetic fields	36	36.01	<b>Football (Soccer Goals) for Council's Synthetic Fields located at Peakhurst Park, Poulton Park and Vanessa Street Multi Courts</b> This originally was an approved budget bid for inclusion in 25/26 operational budget, however it is capital in nature. On 25 November 2024, Council resolved (COM054A-24) to approve to bring the management of synthetic turf sports fields located at Poulton Park, Peakhurst Park and Vanessa Street Multi-Courts under the management of Council for a two-year trial period, with a further report to be presented to Council to outline the results of the two-year trial period.	D25/167613	27/05/2025	Email	Staff	Community & Culture	Staff submission. Funding has been approved from the current 24/25 Budget to enable the procurement of goals for Peakhurst park synthetics as the immediate priority. The remaining goals will be funded as part of the 25/26 capital budget.
DPOP	Penshurst Town Centre Bridge St Green Space	37	37.01	As a resident of Penshurst, I am writing to kindly request that you consider several important initiatives for including htm the upcoming Georges River Council budget, I strongly believe these projects will contribute to enhancing the quality of life for our community. 1. Bridge St Greenspace Following the state government's decision to grant access to the Bridge Street greenspace, I respectfully request that the council allocate funds to develop this area into a public park. This space could serve as a peaceful retreat for families, seniors and individuals of all ages, while also providing a venue for community events and gatherings.	D25/155126	18/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	37	37.02	2. Streetscape Enhancements I propose funding for streetscape improvements across Penshurst, including the addition of trees, plants, and street furniture. These enhancements would beautify our town, improve the pedestrian experience and create welcoming spaces for both residents and visitors.	D25/155126	18/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	37	37.03	3. Public Toilet Renovation The public restrooms in Penshurst are in need of significant upgrades. I request funding to modernize and improve these facilities, ensuring they are clean, accessible, and user-friendly, particularly for those visiting local parks and transport hubs.	D25/155126	18/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03

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DPOP	Penshurst Town Centre Guard Rail for Amenities	37	37.04	<b>4. Guard Rail for Public Amenities Block</b> To enhance safety, I suggest the installation of a guard rail in front of the public amenities building. This would provide greater protection for visitors, especially families with young children and individuals with mobility challenges, ensuring the space is safer and more accessible.	D25/155126	18/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	37	37.05	<b>5. Traffic Study for Town Centre</b> With the increasing traffic in the Penshurst Town Centre, I request that the Council commission a traffic study to evaluate the current situation and explore potential solutions to improve safety and reduce congestion. Measures such as improved pedestrian crossings and traffic-calming strategies would make the area safer and more navigable for everyone. In conclusion, I respectfully urge the council to consider these proposals in the upcoming budget. These improvements would greatly benefit the residents and visitors of Penshurst.	D25/155126	18/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	38	38.01	I'm writing to express my support for the proposed upgrades outlined in the Penshurst 2222 project. As a small business owner, I believe these improvements would make a huge difference to the local area. I've attached the budget request letter to formally show my support. Please consider these initiatives in your upcoming budget discussions. As a local business owner in Penshurst, I'm proposing several initiatives for consideration in the upcoming Georges River Council budget to enhance our community and benefit local businesses. <b>1. Bridge Street Greenspace</b> The state government's recent decision to open Bridge Street greenspace presents an opportunity to expand Penshurst's public parks. I request funds to develop this area with accessible pathways, landscaping, and seating. A well-designed park will improve resident well-being and increase foot traffic to local businesses by creating a space for events and outdoor activities.	D25/168327	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	38	38.02	<b>2. Streetscape Enhancements</b> Investing in streetscape improvements, including more greenery and attractive street furniture, will make the town centre more inviting. These upgrades will encourage more foot traffic and create a better shopping and dining environment.	D25/168327	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	38	38.03	<b>3. Public Toilet Upgrades</b> The current public toilets in Penshurst need renovation. I request funds to modernize these facilities, making them cleaner, more accessible, and user-friendly, which will enhance the visitor experience and support local businesses by encouraging longer stays.	D25/168327	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	38	38.04	<b>4. Safety Measures for Public Amenities</b> I support installing a guardrail in front of the public amenities building to improve safety, especially for school children, families, seniors, and those with mobility issues. This small upgrade will make the area safer and more welcoming for all.	D25/168327	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	38	38.05	<b>5. Traffic Study for Town Centre</b> As traffic congestion grows in the town centre, I propose a traffic study to improve flow, pedestrian safety, and accessibility. Better traffic management will create a more pleasant environment, benefiting both businesses and the community. In conclusion, I urge the Council to prioritize these initiatives in the upcoming budget to help Penshurst remain a vibrant and thriving suburb. Thank you for your time and consideration.	D25/168327	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Emissions Reduction - Carbon Offsets	39	39.01	(a) Carbon Offset Purchasing - increase Council has included a budget bid to purchase Carbon Offsets to achieve Councils adopted target of Net Zero carbon emissions by 2025. During the preparation of the budget submission, a Council wide audit was simultaneously undertaken by consultants to provide a comprehensive view of Councils emissions and carbon offset purchasing requirements. This audit and review was not completed until the end of May 2025, and as such, the budget bid was submitted in early 2025, using an indicative figure, until such time as the audit could be completed. Upon the completion of the Carbon Emissions Audit and Climate Active Certification project, the costs required to purchase offsets and achieve Climate Active certification have increased. A Carbon Emissions briefing was conducted for Councillors on Monday 19 May 2025, by which Councillors were shown financial projections and costs associated with achieving Climate Active until 2036. The annualised cost of \$XXX is required to achieve Councils Net Zero by 2025 target. The reason for the range is to capture CPI and expected cost increases in the purchase of Australian carbon credit units. Therefore, to achieve Climate Active and Net Zero carbon emissions, the project cost needs to be increased from the included amount of \$XX up to the upper limit of \$XX. Full submission on councillor hub.	D25/168448	30/05/2025	Email	Staff	Environment & Planning	The increase in budget bid would be required if the target is not deferred and carbon offsets are required to meet Councils Net Zero by 2025 target.



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Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Emissions Reduction - Electric Vehicles	39	39.02	(b) Fleet Transition Plan for Emissions Reductions It will not be possible for Council to achieve the target of net zero carbon emissions from Council's operations by the year 2025 without funding being provided for the Fleet Transition Plan for Emissions Reductions. This is because one of the top two sources of scope 1 carbon emissions emitted through Council's operations is the emissions associated with Council's fleet. Council's operational carbon emissions are reported each year to the Council, and in the last report for carbon performance for the financial year 2023/24 (ENV046-24), emissions from gas and council fleet were the top two sources of emissions. Council has a target to offset its carbon emissions at an elevated cost every year commencing in 2025. However, by reducing its fleet emissions profile, Council would reduce the cost of purchasing offsets (part a of this submission) in order to achieve its net zero carbon emissions target. Full submission on councillor hub.	D25/168448	30/05/2025	Email	Staff	Environment & Planning	Funding has been approved from Developer Contributions, which relates specifically to the development of the over-arching Electric Vehicle Strategy (inclusive of a Fleet Transition plan (as per NM093-22)).
DPOP	Emissions Reduction - Electric Vehicles	39	39.03	(c) Fleet Transition - Conventional to EV Fleet Procurements It will not be possible for Council to achieve the target of net zero carbon emissions from Council's operations by the year 2025 without funding being provided for the implementation of the Fleet Transition Plan for Emissions Reductions (part b of this submission) through committing funds to the procurement of EV fleet as opposed to conventional vehicles. This is because one of the top two sources of scope 1 carbon emissions emitted through Council's operations is the emissions associated with Council's fleet. Council's operational carbon emissions are reported each year to the Council, and in the last report for carbon performance for the financial year 2023/24 (ENV046-24), emissions from gas and council fleet were the top two sources of emissions. Council has a target to offset its carbon emissions at an elevated cost every year commencing in 2025. However, by reducing its fleet emissions profile, Council would reduce the cost of purchasing offsets (part a of this submission) in order to achieve its net zero carbon emissions target. Full submission on councillor hub.	D25/168448	30/05/2025	Email	Staff	Office of the General Manager	The cost of purchasing EV vehicles will form part of the capital program and an operational budget bid is not required.
DPOP	Mortdale Planning	40	40.01	I am a Mortdale resident, and have been for 25 years; though not in immediate proximity to the shopping precinct. The fact that there is sunshine on the footpath of one side of the road or the other, at any given time of the day, is a real attribute, and I would very much like that not to be lost. I fear development may cause the inner-city situation of a brief half-hour of footpath sunshine around mid-day. Now there's no 'canyon' effect and I submit that within the 200 metres from the train station, the character of the shops must be retained. Also, with the number of people on foot shopping etc, gradually increasing, combined with the several pedestrian crossings, the traffic is held up most of the time out of all proportion to what was the case a decade ago. High-rise will inevitably aggravate all these factors that greatly reduce the amenability of the Local Centre. The project to remove the telegraph poles has made a modest improvement to the pleasant atmosphere. Please don't undo that progress, by opening the streets - mainly the termination of Morts Road - to regrettable development.	D25/168492	29/05/2025	Email	Public	Environment & Planning	Council has commenced the implementation of the Mortdale Local Centre Master Plan in conjunction with residents. Two community workshops were held in May 2025 and feedback from residents is currently being reviewed.
DPOP	Mortdale Planning	40	40.02	I believe there are 3 key elements to successful redevelopment of Mortdale. 1.Allow hi-rise close to the station,this will meet housing needs alongside being an engine for revitalised retail here. 2.Secure agreement from the state Government that offpeak weekday rail services be restored. They had been cut by a third by the previous government. This will encourage people to public transport use instead of cars. 3.Do not, as originally proposed, block off any streets. The current layout sees traffic spread out among the neighbourhood roads. The proposal to block one off to create a minuscule public space was ludicrous.	D25/168817	30/05/2025	Email	Public	Environment & Planning	Council has commenced the implementation of the Mortdale Local Centre Master Plan in conjunction with residents. Two community workshops were held in May 2025 and feedback from residents is currently being reviewed.

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Hogben Park Dog Park	41	41.01	<p>That Council 1. As part of the holistic review of the Hogben Park Masterplan, endorsed at the April 2025 Council Meeting, relocates the proposed fenced dog park to the higher ground area of Hogben Park to ensure a dry, accessible, and functional space for dogs and their owners; 2. Updates and works with the State Government, which is funding the construction of the fence, to immediately adjust the current plans to reflect this relocation; 3. Ensures the final location is properly assessed for drainage, accessibility, and usability before any construction commences; and 4. Provides an update to the community on the revised location, updated timeline, and implementation process via Council's website, social media channels, and on-site signage.</p>	D25/169603	31/05/2025	NOM	Councillor	Environment & Planning	<p>A report will be provided by the General Manager in relation to the scheduling, capacity and funding required to undertake a review of the Hogben Park Master Plan as per the April 2025 resolution.</p> <p>Hogben Park is listed in the Council's Generic Plan of Management (PoM) for Parks, updated in 2024, with Hogben Park identified (page 81) as being available for off leash facilities. The current Landscape Master Plan that was prepared in 2010 by the former Kogarah Council and this would be the subject of review.</p> <p>It is anticipated that a review of the Master Plan would take approximately 12 months to complete. The community consultation process commences at this point and contains a dedicated A Your Say webpage which is maintained with updates from Council officers.</p> <p>Following the April Resolution, the proposed off leash dog park improvements for Hogben Park included in the 2024/25 capital works program were put on hold, pending the completion of a review of the Hogben Park Masterplan.</p>
DPOP	Prince Edward St Carlton Tree	42	42.01	<p>That Council: 1. Undertake an urgent assessment of the large tree located on Prince Edward Street, Carlton, identified by residents as dangerous due to overhanging branches and risk of limb fall; 2. Begin pruning or removal works of the tree. 3. Replace the tree with a suitable native species that maintains the streetscape and contributes to the urban canopy while minimising future safety risks.</p>	D25/169610	31/05/2025	Councillor Request	Councillor	Assets & Infrastructure	<p>Hogben Park is listed in the Council's Generic Plan of Management (PoM) for Parks, updated in 2024, with Hogben Park identified (page 81) as being available for off leash facilities. The current Landscape Master Plan that was prepared in 2010 by the former Kogarah Council and this would be the subject of review.</p>
DPOP	Ibis Management	43	43.01	<p>1. Investigate and implement appropriate mitigation strategies to address the accumulation of ibis droppings in the Kogarah Town Centre, particularly under and around trees that have become nesting or roosting sites; 2. Assess the condition and species of trees in the Kogarah Town Centre and determine whether alternative planting, pruning, or canopy management could reduce ibis congregation and improve public amenity; 3. That this work be completed within the next 6 months. With a report back to Council with recommended actions and estimated timelines for implementation.</p>	D25/169618	31/05/2025	NOM	Councillor	Assets & Infrastructure	<p>It is anticipated that a review of the Master Plan would take approximately 12 months to complete. The community consultation process commences at this point and contains a dedicated A Your Say webpage which is maintained with updates from Council officers.</p>
DPOP	Roundabout at Intersection of Edward Street and Colvin Avenue Carlton	44	44.01	<p>That Council commence planning and design work for the installation of a roundabout at the intersection of Edward Street and Colvin Avenue, Carlton within the next financial year.</p>	D25/169619	31/05/2025	NOM	Councillor	Assets & Infrastructure	<p>As per Council resolution TAC032-25 TAC032-25 EDWARD STREET, CARLTON - PROPOSED 'PARKING RESTRICTION' (Report by Senior Traffic and Transport Engineer) RECOMMENDATION: The Mayor, Councillor Borg, Councillor Liu (a) That a 26m 'No Parking' restriction be installed on the northern side of Edward Street, Carlton, as per the plan in the report. (b) That a 10m 'No Stopping' restriction be installed on the southern side of Edward Street, Carlton, as per the plan in the report. That Council officers will further investigate a possible extension of 'No Parking' restrictions once the development is fully occupied. (c) That Council note, based on current traffic and crash data, there is no evidence to support the installation of traffic calming devices along the full length of Edward Street, Carlton—from Tanner Avenue to Princes Highway—including, but not limited to, devices such as speed humps, chicanes, or a roundabout at the intersection of Edward Street and Colvin Avenue. (d) That Council officers organise the reinstatement of 50km/hr patch at Edward Street and further investigate appropriate signage and line marking along Edward Street and Colvin Street. (e) That despite the technical recommendation in item (c) above, Council assesses the feasibility of installing a roundabout at the intersection of Colvin Avenue and Edward Street, Carlton, taking into account the most recent crash data from Transport for NSW (TfNSW) and the traffic impacts once the development opposite Aid is fully occupied. A future report outlining the feasibility, design considerations, and associated costs of a roundabout be submitted to a future Traffic Advisory Committee meeting. As per E) Council officers will investigate further in 25/26</p>

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Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Bridge St Green Space	45	45.01	As a local and proud Penshurst resident, I'd like to put forward a few practical ideas for the upcoming Georges River Council budget that I believe would make a genuine difference to the day-to-day life and appeal of Penshurst. These are things that could lift the look, feel, and function of the area for both residents and visitors. Many of which have been successfully executed in Mordialloc recently so are easily achievable. <b>Bridge Street Greenspace</b> With the state government recently opening up access to the Bridge Street greenspace, there's a great opportunity to turn this into a proper public park. Right now, it's a completely unused and utilised patch of land with huge potential. A well-designed green space with some tables, chairs, shade and other facilities here could be a welcome spot for all residents	D25/170089	1/06/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	45	45.02	<b>Streetscape Improvements</b> Penshurst's main streets would benefit from a bit of a refresh. Adding more trees, greenery, and public seating would go a long way in making the area feel more inviting and vibrant. Simple things like planter boxes and upgraded street furniture I believe would make a big visual impact. One area worth special attention is the laneways connecting the main street to the Connelly Street carpark. At the moment, they're dull, poorly lit, and don't feel especially safe. These could be transformed with lighting, murals, and greenery—artists like Beastman would be a fantastic fit to add character to these space as well as side of buildings, etc.	D25/170089	1/06/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	45	45.03	<b>Upgrades to Public Toilets</b> The public toilets in Penshurst are well overdue for a facelift. A basic renovation to improve cleanliness, accessibility, and usability would go a long way—especially for people visiting parks, events, or commuting through the area.	D25/170089	1/06/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Traffic Study	45	45.04	<b>Town Centre Traffic Study</b> Traffic around the Penshurst Town Centre—especially near the station and Victoria Avenue—is getting increasingly difficult to manage, particularly during school pick-up, morning rush, and weekends. I'd strongly support a traffic study to review the current setup and look at simple ways to improve flow and safety. Thanks for considering these ideas. I feel like they're all achievable, down-to-earth improvements that could have a real impact on the feel and function of Penshurst. I'd love to see some of them included in the upcoming budget.	D25/170089	1/06/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	46	46.01	As a local business owner in Penshurst, I'm proposing several initiatives for consideration in the upcoming Georges River Council budget to enhance our community and benefit local businesses. <b>1. Bridge Street Greenspace</b> The state government's recent decision to open Bridge Street greenspace presents an opportunity to expand Penshurst's public parks. I request funds to develop this area with accessible pathways, landscaping, and seating. A well-designed park will improve resident well-being and increase foot traffic to local businesses by creating a space for events and outdoor activities.	D25/170098	31/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	46	46.02	<b>2. Streetscape Enhancements</b> Investing in streetscape improvements, including more greenery and attractive street furniture, will make the town centre more inviting. These upgrades will encourage more foot traffic and create a better shopping and dining environment.	D25/170098	31/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	46	46.03	<b>3. Public Toilet Upgrades</b> The current public toilets in Penshurst need renovation. I request funds to modernize these facilities, making them cleaner, more accessible, and user-friendly, which will enhance the visitor experience and support local businesses by encouraging longer stays.	D25/170098	31/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	46	46.04	<b>4. Safety Measures for Public Amenities</b> I support installing a guardrail in front of the public amenities building to improve safety, especially for school children, families, seniors, and those with mobility issues. This small upgrade will make the area safer and more welcoming for all.	D25/170098	31/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	46	46.05	<b>5. Traffic Study for Town Centre</b> As traffic congestion grows in the town centre, I propose a traffic study to improve flow, pedestrian safety, and accessibility. Better traffic management will create a more pleasant environment, benefiting both businesses and the community.	D25/170098	31/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Parking	46	46.06	<b>5. Free parking ticket for each business owner</b> Please give one free parking ticket to each business shop on the main street. It is important for us to save time to find a parking spot at the peak hour. In conclusion, I urge the Council to prioritize these initiatives in the upcoming budget to help Penshurst remain a vibrant and thriving suburb. Thank you for your time and consideration.	D25/170098	31/05/2025	Email	Public	Assets & Infrastructure	Per item 66.14

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Bridge St Green Space	47	47.01	As a resident of Penshurst, I would like to respectfully request your consideration of several key initiatives for inclusion in the upcoming Georges River Council budget. I am confident that these projects will significantly enhance the quality of life for our local community. <b>1. Bridge Street Greenspace</b> With the state government's recent decision to grant access to the Bridge Street greenspace, I urge the Council to allocate funding to transform this area into a public park. This green space would offer a tranquil retreat for families, seniors, and individuals of all ages, while also providing a venue for community events and gatherings.	D25/170101	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	47	47.02	<b>2. Streetscape Enhancements</b> I propose that funding be allocated to improve the streetscapes across Penshurst, including the planting of trees, installation of greenery, and addition of street furniture. These improvements would beautify our town, enhance the pedestrian experience, and create inviting spaces for both residents and visitors.	D25/170101	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	47	47.03	<b>3. Public Toilet Renovations</b> The public toilets in Penshurst are in urgent need of modernisation. I request funding to renovate and upgrade these facilities, ensuring they are clean, accessible, and user-friendly, particularly for those visiting local parks and transport hubs.	D25/170101	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	47	47.04	<b>4. Guard Rail for Public Amenities Block</b> To improve safety, I recommend the installation of a guard rail in front of the public amenities building. This would provide added protection for visitors, especially families with young children and individuals with mobility challenges, making the space safer and more accessible for all.	D25/170101	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	47	47.05	<b>5. Traffic Study for Town Centre</b> Given the growing traffic concerns in the Penshurst Town Centre, I request that the Council commission a traffic study to assess the current situation and explore possible solutions to enhance safety and reduce congestion. Measures such as improved pedestrian crossings and traffic-calming strategies would make the area safer and more navigable for everyone. In conclusion, I kindly urge the Council to consider these proposals for inclusion in the upcoming budget. These improvements will greatly benefit both residents and visitors of Penshurst. Thank you for your attention to these important matters, and I look forward to seeing positive changes in our community.	D25/170101	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	48	48.01	We are writing to express our strong support for several vital improvements in the Penshurst area that we urge be included in the upcoming Georges River Council budget. Penshurst is a thriving community with significant potential for growth and revitalization. The proposed enhancements will not only improve the quality of life for residents but are also essential to driving increased foot traffic and fostering local business growth. As the representative body for businesses in the region, we recognize the important role that well-maintained public spaces and infrastructure play in creating a vibrant town centre that attracts visitors and encourages patronage of local shops and services. <b>1. Bridge Street Greenspace:</b> We commend the state government's recent granting of access to the greenspace on Bridge Street and advocate for Council to allocate funds to facilitate full public access and activation of this valuable parkland. With limited green space in Penshurst, this area will serve as a community hub, encouraging residents and visitors to spend more time in the town centre, which directly benefits local businesses.	D25/170110	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	48	48.02	<b>2. Streetscape Improvements:</b> The installation of additional plantings, street furniture, and overall streetscape enhancements would greatly enhance the aesthetic appeal and comfort of Penshurst's commercial precinct. Such improvements are proven to increase pedestrian traffic, extend visitor dwell time, and ultimately contribute to higher sales and business viability.	D25/170110	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	48	48.03	<b>3. Public Toilet Renovation:</b> Modern, clean, and functional public amenities are critical to supporting increased visitation to the area. We fully support allocating funds for the renovation of public toilets to meet contemporary standards and ensure a welcoming environment for all users.	D25/170110	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	48	48.04	<b>4. Guard Rail Installation for Public Amenities:</b> The proposed guard rail installation will enhance safety for visitors to the public amenities, providing peace of mind and encouraging families and community members to frequent the area more often.	D25/170110	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04

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## [Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Traffic Study	48	48.05	5. Traffic Study for Penshurst Town Centre: We advocate for a comprehensive traffic study to identify and address congestion and safety concerns in the town centre. Improved traffic flow and pedestrian safety are essential to making Penshurst an accessible and attractive destination for shoppers and visitors alike. We firmly support these initiatives as part of a broader vision to strengthen Penshurst's role as a dynamic local hub. We are confident that these investments will stimulate economic activity, increase foot traffic, and enhance the overall vibrancy of the area, benefiting both residents and businesses. We respectfully request that the Council carefully consider these recommendations in the forthcoming budget cycle to help secure a prosperous future for Penshurst.	D25/170110	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	49	49.01	As a local business owner in Penshurst, I'm proposing several initiatives for consideration in the upcoming Georges River Council budget to enhance our community and benefit local businesses. 1. Bridge Street Greenspace The state government's recent decision to open Bridge Street greenspace presents an opportunity to expand Penshurst's public parks. I request funds to develop this area with accessible pathways, landscaping, and seating. A well-designed park will improve resident well-being and increase foot traffic to local businesses by creating a space for events and outdoor activities.	D25/170114	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	49	49.02	2. Streetscape Enhancements Investing in streetscape improvements, including more greenery and attractive street furniture, will make the town centre more inviting. These upgrades will encourage more foot traffic and create a better shopping and dining environment.	D25/170114	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	49	49.03	3. Public Toilet Upgrades The current public toilets in Penshurst need renovation. I request funds to modernize these facilities, making them cleaner, more accessible, and user-friendly, which will enhance the visitor experience and support local businesses by encouraging longer stays.	D25/170114	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	49	49.04	4. Safety Measures for Public Amenities I support installing a guardrail in front of the public amenities building to improve safety, especially for school children, families, seniors, and those with mobility issues. This small upgrade will make the area safer and more welcoming for all.	D25/170114	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	49	49.05	5. Traffic Study for Town Centre As traffic congestion grows in the town centre, I propose a traffic study to improve flow, pedestrian safety, and accessibility. Better traffic management will create a more pleasant environment, benefiting both businesses and the community. In conclusion, I urge the Council to prioritize these initiatives in the upcoming budget to help Penshurst remain a vibrant and thriving suburb. Thank you for your time and consideration.	D25/170114	30/05/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Tree Canopy	50	50.01	As a resident of Oatley for 20 years, I care deeply about our environment and the amenity of our community. I am writing to advocate for the prioritization of critical environmental projects within the draft 2025/2026 budget. While I appreciate the various initiatives under consideration, the following environmental imperatives demand immediate and substantial funding. • Tree Canopy Improvement Projects: Achieving the 40% tree canopy target requires a fully funded and meticulously planned strategy that addresses the impacts of current planning policies and actively promotes tree planting and retention on both public and private land. A tangible goal of a 2% increase in tree canopy each year for the next 10 years, coupled with incentives for private landowners, must be prioritized.	D25/170634	31/05/2025	Email	Public	Environment & Planning	Per item 1.04
DPOP	Lime Kiln Bay	50	50.02	• Lime Kiln Bay Water Sensitive Urban Design Implementation: The dire state of the 25-year-old Lime Kiln Bay wetland, a vital component of the Georges River catchment, necessitates urgent action. Its inability to manage current pollutant levels and increased stormwater runoff due to climate change is unacceptable. The completed WSUD redesign, including the gross pollutant trap, must be funded in the 2025/26 budget or through secured State Government funding in 2026. The continued degradation of this wetland, evidenced by community concerns over 'puddle' sediment and its diminished habitat value, is a serious environmental neglect that demands immediate rectification.	D25/170634	31/05/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Environmental levy	50	50.03	• Environmental Levy Community Consultation: It is imperative that Council immediately initiates community consultation regarding the implementation of an Environmental Levy. The proven success of this mechanism in councils like Manly, Randwick, and Ku-Ring-Gai in funding crucial biodiversity protection, emission reduction, and water quality improvements cannot be ignored. An Environmental Levy is the most effective means to ensure the robust implementation of Council's own Environmental Resilience Action Plan 2022-2040 and to adequately fund numerous essential environmental projects currently listed, as well as vital initiatives like FOGO and bushland regeneration. Delay on this matter is a disservice to our environment and community.	D25/170634	31/05/2025	Email	Public	Business & Corporate Services	Per item 1.08

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

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## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Emissions Reduction - Carbon Offsets	50	50.04	<ul style="list-style-type: none"> <li>Shift from Carbon Offset Purchasing to Direct Emission Reduction: The practice of purchasing carbon offsets, widely recognized as an ineffective "license to pollute," must cease immediately. Council must instead allocate significant funds towards tangible, direct carbon emission reduction measures and investments in low-carbon infrastructure. The expert consensus, including the stark warnings from Professor Andrew MacIntosh and Dr Andrew Forrest regarding the worthlessness of carbon credit schemes, underscores the urgency of adopting a "real zero" approach. Continued reliance on offsets is a dereliction of our environmental responsibility.</li> </ul>	D25/170634	31/05/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Synthetic turf microplastic mitigation	50	50.05	<ul style="list-style-type: none"> <li>Measures to Prevent Microplastics from Synthetic Turf: The growing threat of microplastic pollution to our aquatic ecosystems and human health demands immediate preventative action. Council must adopt the 'Precautionary Principle' and allocate funds for the implementation of robust preventative measures, such as kerbing or bunding, to contain microplastics from synthetic turf. Proactive measures are non-negotiable to safeguard our environment.</li> </ul>	D25/170634	31/05/2025	Email	Public	Assets & Infrastructure	Per item 1.02
DPOP	Stormwater Improvements	50	50.06	<p>Whilst I believe the above projects are the top 5 priority, I also wish to lobby for consideration of the below:</p> <ul style="list-style-type: none"> <li>Stormwater Improvement Works Program: Investing in a comprehensive Stormwater Improvement Works Program is critical to reduce the unacceptable levels of pollution entering our waterways, protect fragile aquatic ecosystems, and improve overall water quality. Adequate funding for this program is a fundamental requirement for environmental protection.</li> </ul>	D25/170634	31/05/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Oatley Park Bushcare Officer	50	50.07	<ul style="list-style-type: none"> <li>Oatley Park Bushcare Officer: The long-term health and preservation of the invaluable Oatley Park demands the immediate allocation of sufficient funds for a permanent, dedicated Bushcare Officer. This is not a discretionary expense but a necessary investment to protect its biodiversity, enhance its cooling effects, and maximize its carbon sequestration capabilities for current and future generations.</li> </ul>	D25/170634	31/05/2025	Email	Public	Assets & Infrastructure	per item 1.07
DPOP	Feral Animal Control	50	50.08	<ul style="list-style-type: none"> <li>Feral Animal Control – Fox and Cat Control: Robust and adequately funded control programs are essential to mitigate the devastating impact of foxes and feral cats on our native wildlife and protect local biodiversity.</li> </ul>	D25/170634	31/05/2025	Email	Public	Environment & Planning	Council is committed to the control of feral animals, and as evidence of this commitment, has been successful in receiving grant funds under the Crown Reserves Improvement Fund grant program, with \$10,000 in grant funds to be paid to Council in financial year 2025/26 to deliver feral animal control works.
DPOP	Accessways - Oatley Bay Memorial Boardwalk	50	50.09	<ul style="list-style-type: none"> <li>Accessways - Oatley Bay Memorial Boardwalk: Rebuilding this currently unusable boardwalk is essential to restore access to the natural beauty of Oatley Bay for all residents, including those with mobility issues.</li> </ul>	D25/170634	31/05/2025	Email	Public	Assets & Infrastructure	The design of a new boardwalk is currently in progress as part of the adopted 2024/25 capital works program. Subsequent construction of the new boardwalk has been included in the draft 2025/26 capital works program.
DPOP	Oatley Park Security Measures	50	50.10	<ul style="list-style-type: none"> <li>Oatley Park Security Measures: Enhanced security measures are necessary to protect the valuable assets within Oatley Park from vandalism. The prioritization and forceful funding of these environmental projects are not merely desirable; they are a fundamental responsibility of Council to ensure the long-term health, sustainability, and liveability of our community. I urge you to act decisively in their favour.</li> </ul>	D25/170634	31/05/2025	Email	Public	Assets & Infrastructure	Increased security measures to support the environmental resilience of the Park - this 2 year project is included in the draft capital works program.
DPOP	Environmental levy	51	51.01	<p>I am a biologist and have participated in monitoring and recording local fauna and flora, including of the Oatley flying-fox camp in Myles Dunphy Reserve, and assisting Total Earth Care with the biodiversity study in 2021. So, my concerns for the future of our LGA are grounded in a professional understanding of human impacts on the environment, and many years of observing changes they have caused. I feel very fortunate to live in a locality that still has bushland which supports biodiversity, but pressures from growing population density are increasingly threatening it – stormwater overflows, plastics and other rubbish choking waterways, and proliferation of weeds, among other threats. I realise there are many, sometimes conflicting, demands on budget expenditure but I urge you to recognise that environmental wellbeing is fundamental to the health and wellbeing of our community. Georges River must prioritise and adequately fund the following essential environmental projects.</p> <p><b>Critical Environmental Investments Necessary in the Draft Delivery Program 2025-2029 and Operational Plan 2025-2026</b></p> <p><b>1. Environmental Levy:</b> An Opportunity for the Community to Invest in its LGA We must immediately engage our community in a serious discussion about implementing an Environmental Levy. It would be the most effective way to properly fund the Council's own Environmental Resilience Action Plan and implement necessary projects like FOGO and much-needed bushland regeneration. This levy would empower the community to directly invest in vital work in their lived environment - protecting bushland, reducing emissions, and improving water quality. Not leaving it to some vague 'they' to do something about it. Environmental Levies have been applied already by some councils – Randwick and Manly amongst others - with great success.</p>	D25/170647	2/06/2025	Email	Public	Business & Corporate Services	Per item 1.08



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DPOP	Lime Kiln Bay	51	51.02	<p><b>2. Reviving Lime Kiln Bay: Core Locality in our LGA for Passive Recreation and Biodiversity</b>  The Water Sensitive Urban Design plan (including a crucial gross pollutant trap) must be funded in the 2025/26 budget.  It is shameful to witness the decline in water quality and vegetation in Lime Kiln Bay wetlands. The wetlands should be an efficient filter of water flowing in from surrounding streets before it enters Georges River, and an attractive natural area for the many residents and visitors who walk there (in 2015 it was estimated that about 10,000 people lived in the catchment and/or visited it). 25 years after the wetland was rehabilitated by the Hurstville City Council, it is choked with rubbish and sediment, and overwhelmed by stormwater run-off from building sites and hard surfaces. In 2015, OFF conducted its own community education &amp; engagement program to inform the community about reducing contaminated run-off from reaching the wetlands; that program was funded by the NSW Environment Minister's Conservation Fund grant and included many hours of voluntary work by OFF members. Every year Oatley Flora and Fauna supervises a Clean Up Australia site in Lime Kiln Bay and OFF members undertake bi-monthly Streamwatch surveys of Dairy Creek. In November 2021 I was informed by a Council spokesman that the Operation and Maintenance Plan for the Lime Kiln Bay Constructed Wetlands had been completed and that Council would continue to monitor the wetland system and utilise the Plan to schedule and prioritise projects as funding opportunities became available.  That time is NOW.</p>	D25/170647	2/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Synthetic turf microplastic mitigation	51	51.03	<p><b>3. Microplastics:</b> Threat of Microplastics and Rubber Crumb from Synthetic Playing Fields We need dedicated funding for proper kerbing or bunding around synthetic fields to contain microplastics and rubber crumb. We must safeguard our children and grandchildren who play on the synthetic surfaces, and the delicate aquatic ecosystems adversely affected by run-off from synthetic surfaces. We know the negative impacts of microplastics. The tiny, insidious microplastic fragments, shed from materials like synthetic turf, infiltrate our waterways, our soil, and ultimately, our food chain.</p>	D25/170647	2/06/2025	Email	Public	Assets & Infrastructure	Per item 1.02
DPOP	Tree Canopy	51	51.04	<p><b>4. A Greener Canopy:</b> Our Natural Cooling System I would like to see a clear, measurable goal of 2% increase in tree canopy each year for the next 10 years. We need a fully-funded plan for planting and maintaining trees on public land, in our parks, and through genuine incentives for private property owners. Summers are becoming hotter - it is a quantifiable fact. Council's target of a 40% tree canopy is more than an idealistic goal. It will provide a significant defence against the urban heat island effect and also filter our air and absorb carbon.</p>	D25/170647	2/06/2025	Email	Public	Environment & Planning	Per item 1.04
DPOP	Emissions Reduction - Carbon Offsets	51	51.05	<p><b>5. Real Climate Action:</b> Beyond the Lip Service Carbon offsets are generally a sneaky way for polluters to continue polluting. Experts are increasingly recognising these schemes as "worthless" and a "license to pollute." We cannot continue to rely on them. Council must not buy into offset schemes but instead redirect its efforts and resources into tangible, respected ways to cut its emissions, including greater take-up of electric vehicles for Council staff, solar panels on its buildings, and energy-efficient infrastructure. David, please, consider the informed perspective of ratepayers like me who have actively worked to protect our local environment.</p>	D25/170647	2/06/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Tree Canopy	52	52.01	<p>This submission outlines critical environmental projects warranting immediate and substantial prioritisation within the draft 2025/2026 Council budget. As a resident of more than 30 years and a bushcare volunteer since 1998 with a long-standing commitment to the environmental sustainability of the Georges River Council Local Government Area, this advocacy is grounded in observed environmental trends and a practical understanding of ecological management. While acknowledging the diverse budgetary demands, the following environmental initiatives are identified as essential for long-term community resilience and ecological integrity.  Critical Environmental Imperatives for Immediate Strategic Investment:  oRationale: Achieving the targeted 40% urban tree canopy is a critical climate adaptation strategy, directly contributing to urban heat island mitigation, improved air quality, enhanced biodiversity, and stormwater management.  oPractical Implementation: Requires a fully funded and meticulously planned strategy that actively addresses disincentives within current planning policies and proactively promotes tree planting and retention across both public and private land  oSspecific Goal: Prioritisation of a tangible objective, such as a 2% increase in tree canopy each year for the next 10 years, coupled with clearly defined incentives for private landowners, is recommended.</p>	D25/170649	2/06/2025	Email	Public	Environment & Planning	Per item 1.04

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DPOP	Emissions Reduction - Carbon Offsets	52	52.02	2. <b>Reorientation from Carbon Offset Purchasing to Direct Emission Reduction:</b> o Critique of Current Practice: The practice of purchasing carbon offsets is increasingly recognised within academic and scientific communities as an ineffective mechanism that can inadvertently create a "license to pollute" rather than driving genuine decarbonisation. Expert consensus, including warnings from prominent researchers, highlights the limited efficacy of many carbon credit schemes. o Practical Solution: Council must cease the procurement of carbon offsets immediately. Funds previously allocated to offsets should be re-directed towards tangible, direct carbon emission reduction measures and strategic investments in low-carbon infrastructure within the local government area. Adopting a "real zero" emissions approach reflects genuine environmental responsibility and aligns with contemporary climate science.	D25/170649	2/06/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Lime Kiln Bay	52	52.03	3. <b>Lime Kiln Bay Water Sensitive Urban Design (WSUD) Implementation:</b> o Problem Statement: The 25-year-old Lime Kiln Bay wetland, a vital ecological component of the Georges River catchment, is currently experiencing significant degradation. It is now unable to effectively mitigate current pollutant loads with increased stormwater runoff intensified by climate change. Community reports of "oatrid" sediment and habitat reduction confirm its compromised ecological function. o Practical Solution: The completed WSUD redesign, crucially including the gross pollutant trap, must be funded in the 2025/26 budget, or alternatively, secure State Government funding for implementation in 2026. Delay in rectifying this critical environmental failure poses ongoing ecological and public health risks.	D25/170649	2/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Environmental levy	52	52.04	4. <b>Environmental Levy Community Consultation:</b> o Strategic Opportunity: The implementation of an Environmental Levy has demonstrated proven success in securing dedicated funding for crucial environmental initiatives (e.g., biodiversity protection, emissions reduction, water quality improvements) in comparable councils (e.g., Manly, Randwick, Ku-ring-gai). o Recommendation: It is imperative that Council immediately initiates comprehensive community consultation to explore the feasibility and public acceptance of such a levy. This mechanism represents the most effective means to ensure the robust, long-term implementation of Council's own Environmental Resilience Action Plan 2022-2040 and to adequately fund essential environmental projects, including Food Organics and Garden Organics (FOGO) programs and critical bushland regeneration efforts. Postponement of this consultation represents a missed opportunity for proactive environmental financing.	D25/170649	2/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Synthetic turf microplastic mitigation	52	52.05	5. <b>Mitigation Measures for Microplastics from Synthetic Turf:</b> o Environmental Threat: The growing threat of microplastic pollution to aquatic ecosystems and human health from synthetic turf installations demands immediate preventative action. o Practical Application: Council must fully adopt the 'Precautionary Principle' and allocate dedicated funds for the immediate implementation of robust preventative measures, such as kerbing or bunding, specifically engineered to contain microplastics at the source. Proactive intervention is non-negotiable for safeguarding environmental health.	D25/170649	2/06/2025	Email	Public	Assets & Infrastructure	Per item 1.02
DPOP	Feral Animal Control	52	52.06	Additional Critical Environmental Investments for Comprehensive Sustainability: While the aforementioned projects represent immediate imperatives, the following initiatives are also vital for fostering comprehensive environmental sustainability and community well-being: o <b>Feral Animal Control – Fox and Cat Programs:</b> Robust and adequately funded control programs are essential to mitigate the documented devastating impact of foxes and feral cats on native wildlife and to protect local biodiversity.	D25/170649	2/06/2025	Email	Public	Environment & Planning	Per item 50.08
DPOP	Stormwater Improvements	52	52.07	. <b>Comprehensive Stormwater Improvement Works Program:</b> Adequate and sustained funding for a comprehensive Stormwater Improvement Works Program is critical to reduce pollutant loads entering waterways, protect aquatic ecosystems, and improve overall water quality. In particular, Council should develop a plan with timings and budget allocations for implementation of the stormwater management improvement actions identified in the Moore Reserve Master Plan approved by Council in June 2023.	D25/170649	2/06/2025	Email	Public	Assets & Infrastructure	per item 50.06
DPOP	Oatley Park Bushcare Officer	52	52.08	. <b>Dedicated Oatley Park Bushcare Officer:</b> The long-term ecological health and preservation of Oatley Park necessitate the immediate allocation of sufficient funds for a permanent, dedicated Bushcare Officer. This role is essential for biodiversity protection, urban cooling, and carbon sequestration.	D25/170649	2/06/2025	Email	Public	Assets & Infrastructure	per item 1.07
DPOP	Hurstville Golf Course	52	52.09	. <b>Hurstville Golf Club - Landfill Gas Assessment:</b> Council has an environmental obligation to urgently assess and implement capture strategies for landfill gas emissions (particularly methane, a potent greenhouse gas) from the Hurstville Golf Club site. This represents a significant climate risk requiring immediate action.	D25/170649	2/06/2025	Email	Public	Environment & Planning	Funding is included in the 2025/2026 draft budget to conduct a Landfill Gas Assessment as a first step in understanding emissions and if further management measures are required.

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[Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Beachwatch	52	52.10	<p><b>Sustained Beachwatch Partnership Program Funding:</b> Continued and unwavering financial support for the Beachwatch program is essential. Its vital water quality data informs environmental management and public health protection. Contingency funding in the 2025/26 budget is recommended to ensure continuity regardless of State Government decisions.</p>	D25/170649	2/06/2025	Email	Public	Environment & Planning	Council does not support the cost shifting recommended by the Department with regards to BeachWatch. The State Government will continue to financially support the program for a further two years, and Council has issued a media release during June 2025 to address this matter.
DPOP	Solar	52	52.11	<p><b>Long-Term Solar Installation Plan:</b> Investing in a strategic long-term solar installation plan across Council facilities represents a fiscally and environmentally responsible decision, yielding long-term cost savings and reducing the municipal carbon footprint.</p>	D25/170649	2/06/2025	Email	Public	Environment & Planning	Council's long term solar plan is publicly reported in its annual report presented to the Environment and Planning Committee in November or December each year.
DPOP	Emissions Reduction - Electric Vehicles	52	52.12	<p><b>Fleet Transition Plan for Emissions Reduction:</b> Transitioning the Council fleet to electric or low-emission vehicles demonstrates leadership in emissions reduction and provides a practical example for wider community adoption of sustainable transport.</p>	D25/170649	2/06/2025	Email	Public	Environment & Planning	Per item 1.05
DPOP	Urban Heat Study	52	52.13	<p><b>Urban Heat Benchmarking:</b> A comprehensive study to quantify local urban heat island effects is a necessary precursor to developing effective mitigation strategies and protecting public health, particularly for vulnerable populations. The strategic prioritisation and robust funding of these outlined environmental projects are not merely desirable; they constitute a fundamental responsibility of Council to ensure the long-term environmental health, sustainability, and liveability of our community. Decisive action in their favour is strongly urged.</p>	D25/170649	2/06/2025	Email	Public	Environment & Planning	per item 1.03
DPOP	Environmental levy	53	53.01	<p>My submission outlines critical environmental challenges facing the Georges River Council area and proposes strategic investments. These insights come from a long-term resident who has lived in the area for over 40 years and I am very proud of our local environment.</p> <p>While I recognize the demands on the draft 2025/2026 budget, it is crucial to understand that environmental well-being is not a discretionary cost; it's a fundamental investment in our community's resilience and long-term prosperity. Proactive funding in these areas will mitigate future risks and ensure sustainable growth.</p> <p><b>1.Insufficient Dedicated Environmental Funding</b></p> <p>Current funding mechanisms are inadequate to support the full scope of critical environmental initiatives outlined in Council's own Environmental Resilience Action Plan, leading to delays and missed opportunities. <b>Solution:</b> Establish an Environmental Levy. Initiate a community consultation process to explore and implement an Environmental Levy. This proven mechanism, successfully utilized by other councils, provides a dedicated, transparent funding stream for critical programs such as FOGO (Food Organics and Garden Organics) and vital bushland regeneration.</p>	D25/170650	2/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Environmental levy	53	53.02	<p>GRC has at least two important wetlands that need urgent work, Moore Reserve and Poulton Park. Both of them are silting up which I am sure is simply runoff from all the concrete surfaces and building works in the their catchment areas</p> <p><b>Solution:</b> Establish an Environmental Levy.</p>	D25/170650	2/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Emissions Reduction - Carbon Offsets	53	53.03	<p><b>3. Reliance on Carbon Offsets for Emissions Reduction</b></p> <p>Current reliance on carbon offsets as a primary emissions reduction strategy is increasingly viewed as ineffective and unsustainable. Experts question their verifiable impact and suggest carbon offsets defer genuine reductions.</p> <p><b>Solution:</b> Transition to Direct Emissions Reduction Investments. Immediately cease Council's focus on carbon offsets. Reallocate the resources to direct, tangible emissions reduction initiatives within Council operations. Invest in electric vehicles for the Council fleet, solar panel installations on Council facilities, and energy-efficient infrastructure upgrades to achieve genuine "real zero" emissions.</p>	D25/170650	2/06/2025	Email	Public	Environment & Planning	Per item 1.06

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DPOP	Emissions Reduction - Electric Vehicles	53	53.04	<p><b>4. Diesel Powered Garbage Trucks</b></p> <p>Recently, GRC let a new garbage collection contract. I have no idea of the contract conditions but it did include silly things like replacing perfectly good garbage cans with new ones. This must have come with a significant cost penalty, for very little benefit. However, more concerning is the continuation of use diesel powered trucks. Electric powered garbage trucks are available and they come with significant advantages – no dirty exhaust, regenerative braking saving large sums by reducing brake wear and much quieter. Changes to electric garbage trucks would have been very obvious to the residents and they would have been grateful to GRC for the improvement to our local area.</p> <p>Solution: Update the garbage system. While I appreciate that the current contract probably cannot be changed in the short term, changes should be put in place for future garbage contracts and upgrades. The decisions made in this budget cycle are critical for shaping the environmental legacy of Georges River Council. Prioritizing these strategic investments will ensure a healthier, more sustainable, and prosperous future for our community.</p>	D25/170650	2/06/2025	Email	Public	Environment & Planning	<p>Council's emissions related to the waste collection service will be publicly reported in its annual report presented to the Environment and Planning Committee in November or December each year. Electric garbage collection vehicles are not fit for purposes required to service the quantity of domestic bins within the Georges River LGA. Further, the typography and distances travelled in delivering the waste collection service would not be reasonably met with electric vehicles.</p> <p>Council provides information on its Waste webpages about the benefits of the bin replacement program. Industry evidence supports the once-per-contract rollout of bins as a more cost effective exercise than during business-as-usual replacement and repairs.</p>
DPOP	Emissions Reduction - Carbon Offsets	54	54.01	<p>As a resident of Oatley for over 30 years I am writing to ask for the prioritization of critical environmental projects within the draft 2025/2026 budget. While I appreciate the various initiatives under consideration, the following environmental imperatives in my view, demand immediate and substantial funding to safeguard our natural assets and ensure a liveable future for generations to come.</p> <p>Substantial Funding should be allocated to:</p> <p><b>1. Shift from Carbon Offset Purchasing to Direct Emission Reduction:</b></p> <p>The practice of purchasing carbon offsets is widely recognized by leading climate scientists and environmental economists as ineffective, open to manipulation or abuse and a form of greenwashing. Council must instead reallocate these funds in a more beneficial way towards direct carbon emission reduction measures within our own local area which would be more long-term and valuable across the LGA. Continued reliance on offsets is an evasion of our environmental responsibility and undermines our commitment to genuine climate action. We must lead by example in transitioning to a sustainable future.</p>	D25/170681	1/06/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Tree Canopy	54	54.02	<p><b>2. Tree Canopy Improvement Projects: Cultivating a Resilient Urban Forest</b></p> <p>These projects go hand in hand with Emission Reduction both lead to a sustainable future and reduction in greenhouse gases. Achieving our 40% tree canopy target requires a fully funded, well planned and ecologically informed strategy. This strategy must actively promote tree planting and tree retention on both public and private land, coupled with substantial incentives and education for private landowners to protect and expand their tree cover. A healthy urban forest is a vital green infrastructure, offering critical ecosystem services: mitigating the urban heat island effect, improving air quality by filtering pollutants, sequestering carbon, reducing stormwater runoff, enhancing biodiversity, and providing vital habitat for local wildlife. This is an investment in our community making for more liveable and healthier suburbs.</p>	D25/170681	1/06/2025	Email	Public	Environment & Planning	Per item 1.04
DPOP	Lime Kiln Bay	54	54.03	<p><b>3. Lime Kiln Bay Water Sensitive Urban Design (WSUD) Implementation: Restoring a Critical Aquatic Ecosystem</b></p> <p>As a person who walks in Limekiln Bay Wetlands and also uses the river for recreation I know that the condition of this wetland is vitally important in its ability to filter and clean the water as it makes its way to the Georges River.</p> <p>Over many years of being involved in Clean Up Australia Day activities I have seen the Wetland at its worst when storms have brought large amounts of rubbish and pollutants down the creek, ponds have become clogged with sludge and the wetland not function as originally designed. It has long needed a complete overhaul.</p> <p>The dire state of the 25-year-old Lime Kiln Bay wetland, a vital ecological component of the Georges River catchment, necessitates urgent action. Its current inability to effectively manage pollutant levels and the increased stormwater runoff exacerbated by climate change is a severe environmental dereliction.</p>	D25/170681	1/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01

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DPOP	Environmental levy	55	55.01	<p>Some comments on planned budget items ... I acknowledge that I share many concerns with those of Oatley Flora and Fauna Conservation Society Committee.</p> <p><b>1. Insufficient Dedicated Environmental Funding: A Chronic Shortfall</b></p> <p>Critical environmental initiatives, such as those in Council's own Environmental Resilience Action Plan, have been hampered by inadequate funding. This has led to delays, missed opportunities, and a continuous battle against environmental decline.</p> <p>We suggest a Solution: Establish an Environmental Levy – A Community's Investment in Itself. As Mr Pohill states: We must initiate a community consultation process to explore and implement an Environmental Levy. This isn't a new idea; it's a proven mechanism, successfully utilized by other councils, providing a dedicated, transparent funding stream for critical programs such as FOGO – which is essential for reducing landfill – and vital bushland regeneration, which our native species desperately need. It's time for our community to collectively invest in its own environmental future.</p>	D25/170698	1/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Lime Kiln Bay	55	55.02	<p><b>2. Degradation of Lime Kiln Bay: A Heartbreaking Decline</b></p> <p>Lime Kiln Bay has suffered from severe pollution and overwhelming stormwater impacts. Its ecological function as a natural filter and habitat is now profoundly compromised, directly impacting the broader Georges River system – our lifeblood.</p> <p>A Solution supported by Oatley Flora and Fauna Conservation Society and myself: Prioritize Lime Kiln Bay Restoration through Water Sensitive Urban Design – A Call for Healing. We must allocate immediate and substantial funding in the 2025/26 budget for the comprehensive Water Sensitive Urban Design Plan, including upgrading the crucial gross pollutant trap. This investment is not just about a single bay; it is absolutely essential to restore the bay's ecological health and mitigate ongoing pollution into the Georges River, giving this vital ecosystem a chance to recover.</p>	D25/170698	1/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Emissions Reduction - Carbon Offsets	55	55.03	<p><b>3. Reliance on Carbon Offsets for Emissions Reduction: A False Promise</b></p> <p>I share the conclusion of OFF that the current reliance on carbon offsets as a primary emissions reduction strategy is increasingly viewed as ineffective and, unsustainable. Experts question their verifiable impact and recognize that they often serve to defer genuine, on-the-ground reductions.</p> <p>Solution: Transition to Direct Emissions Reduction Investments – Real Action, Not Accounting Tricks.</p> <p>Council must immediately cease its focus on carbon offsets. We need to reallocate those precious resources to direct, tangible emissions reduction initiatives within Council operations. This means accelerating investment in electric vehicles for the Council fleet, not transitioning via hybrid vehicles, maximizing solar panel installations on Council facilities, and rigorously upgrading energy-efficient infrastructure to achieve genuine 'real zero' emissions.</p>	D25/170698	1/06/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Synthetic turf microplastic mitigation	55	55.04	<p><b>4. Microplastic Contamination: A Pervasive Threat We Must Confront</b></p> <p>Solution: Implement Microplastic Containment Infrastructure – Protecting Our Future. We must allocate dedicated, immediate funding for comprehensive kerbing and bunding solutions around all synthetic fields. This proactive infrastructure is not a luxury; it is essential to prevent microplastic migration, safeguarding the aquatic ecosystems I've seen struggle, and protecting the public spaces where our children play. We cannot continue to ignore this growing crisis.</p>	D25/170698	1/06/2025	Email	Public	Assets & Infrastructure	Per item 1.02
DPOP	Tree Canopy	55	55.05	<p><b>5. Urban Heat Island Effect and Declining Canopy Cover: Our Warming Reality</b></p> <p>The rising urban temperatures are not a projection for the future; they are a clear and present danger that has become increasingly noticeable over the past 20 years. Research supports the scale of the problem before Council. The challenge for a Council that is well East of the broader City of Sydney is not as much as exists in western Councils like at Blacktown, where summer temperatures can be as much as 10 degrees hotter than in Coastal Councils. This means that the financial burden to develop a Canopy Enhancement Program is of a moderate scale compared to western Councils... thus our Local Government Area is capable, with a determined will, to develop a model, affordable Canopy Enhancement Program.</p> <p>Solution: Fund a Comprehensive Canopy Enhancement Program – Reclaiming Our Green Shield.....the need to develop and fund a robust plan for extensive tree planting and meticulous maintenance on public lands, powerfully supported by genuine incentives for private property owners. I fully support an ambitious yet achievable measurable goal, such as a 2% increase in tree canopy each year for the next 10 years, to truly drive significant progress in urban cooling, air filtration, and carbon sequestration. This is about restoring what we've lost and preparing for a hotter future.</p> <p>...The decisions made in this budget cycle are not merely financial; they are critical for shaping the environmental legacy of Georges River Council. Prioritizing these strategic investments will ensure a healthier, more sustainable, and truly prosperous future for our community. I look forward to your decisive and courageous environmental leadership for the benefit of our Community and Biodiversity.</p>	D25/170698	1/06/2025	Email	Public	Environment & Planning	Per item 1.04

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DPOP	Tree Canopy	56	56.01	<p>I'm writing to you today not just as a long-time resident of Oatley. And like any parent, my greatest concern isn't just for today, but for tomorrow. When I look at children, playing in our parks or splashing in the bay, I see their future, and I'm worried. The environmental challenges we face aren't abstract scientific terms to me; they're direct threats to their ability to thrive, to breathe clean air, drink clean water, and enjoy good health and the beautiful natural world. Looking at the draft 2025/2026 budget, and I know there are many demands on Council's funds. But please consider the environmental well-being of our community. This is the foundation of everything else. We simply must prioritize these critical environmental projects, and fund them properly, for the sake of our children and grandchildren.</p> <p>What We Absolutely Must Do Now</p> <p><b>1. Plant More Trees: Giving Them Cool, Clean Air</b></p> <p>When I think about the hot summers ahead, and the thought of children trying to play outside, it worries me. We desperately need more trees. Our goal of a 40% tree canopy isn't just a number; it's about providing shade, cleaning the air they breathe, and making our streets cooler. We need a real plan, fully funded, to plant and keep trees everywhere – on public land, in our parks, and yes, even on private properties. Let's aim for a clear target, say, 2% increase in tree canopy each year for the next 10 years. And let's give our neighbours incentives to plant trees too. These trees are like natural air conditioners and giant lungs for our community. The role of street trees is of increasing importance as blocks are smaller and buildings larger. I ask that you prioritise the planting of street trees and trees that are large enough to shade the road and footpaths.</p>	D25/167613	31/05/2025	Email	Public	Environment & Planning	Per item 1.04
DPOP	Lime Kiln Bay	56	56.02	<p><b>2. Fix Lime Kiln Bay:</b></p> <p>Lime Kiln Bay is struggling. That wetland, after 25 years, is supposed to be a healthy filter for the Georges River, a place for birds and fish, a beautiful spot to enjoy. But it's sick, choked with pollution and overwhelmed by stormwater, especially with all the intense rain we're getting now. When neighbours tell me it's "putrid," and I see how degraded it is, I know we've let it down. The Water Sensitive Urban Design plan, including that vital gross pollutant trap, must be funded in the 2025/26 budget. We need to prioritise clean waterways and as increased building and density lead to increased hard surfaces and increased runoff, Lime Kiln Bay is painfully under engineered and unable to cope with this existing runoff, let alone any increased runoff.</p>	D25/167613	31/05/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Environmental Levy	56	56.03	<p><b>3. The Environmental Levy: Investing in Their Tomorrow</b></p> <p>Other councils, like Manly and Randwick, use an Environmental Levy to fund crucial environmental work – protecting bushland, reducing emissions, improving water quality. It's a way for our whole community to invest directly in our environment. It's the most effective way to properly fund our Council's own Environmental Resilience Action Plan and all those vital projects like FOGO (Food Organics and Garden Organics) and bringing our bushland back to life. Delaying this is just delaying action, and our children and grandchildren don't have that luxury.</p>	D25/167613	31/05/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Emissions Reduction - Carbon Offsets	56	56.04	<p><b>4. Real Climate Action: No More "Fake" Solutions</b></p> <p>This is critical. Carbon offsets seem to be a way for big businesses to pay to keep polluting. Experts are saying these schemes are "worthless," and it's a "license to pollute." We simply cannot keep relying on them. Council needs to stop buying these offsets immediately and instead put that money into real, tangible ways to cut our own carbon emissions. Let's invest in electric vehicles for Council, in solar panels on our buildings, in energy-efficient infrastructure and planting more trees.</p>	D25/167613	31/05/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Synthetic turf microplastic mitigation	56	56.05	<p><b>5. Stop Microplastics: Protecting Their Playing Fields and Playgrounds</b></p> <p>I have helped conduct a physical count of microplastics from synthetic turf fields at Poulton Park – the number of black plastic crumb escaping the field was huge. These tiny plastic bits escape into the adjoining waterways. Please must take action now, using the 'Precautionary Principle', to prevent this preventable pollution. Let's allocate funds for proper kerbing or bunding around synthetic fields to contain these plastics.</p>	D25/167613	31/05/2025	Email	Public	Assets & Infrastructure	Per item 1.02
DPOP	Hurstville Golf Course	56	56.06	<p><b>Other Crucial Environmental Investments for Their Future:</b></p> <p>While the above are my absolute top priorities, I also strongly urge Council to commit to these important environmental projects:</p> <p><b>Hurstville Golf Club - Landfill Gas:</b> We have an obligation to assess and capture harmful landfill gases, especially methane, from the old golf club site. This is a real climate risk and needs urgent action.</p>	D25/167613	31/05/2025	Email	Public	Environment & Planning	per item 52.09
DPOP	Stormwater Improvements	56	56.07	<p><b>Stormwater Improvement Works:</b> We need to stop the pollution flowing into our creeks and bays. A proper stormwater program is fundamental for clean water. The stormwater exit under Hurstville Golf Course needs proper litter catchment. Every year on Clean Up Australia Day – there is a massive amount of stormwater rubbish at this site. We need to stop the rubbish entering the river!</p>	D25/167613	31/05/2025	Email	Public	Assets & Infrastructure	per item 50.06



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DPOP	Oatley Park Bushcare Officer	56	56.08	<b>Oatley Park Bushcare Officer:</b> Oatley Park is a treasure. We need a dedicated Bushcare Officer to protect its biodiversity, keep it cool, and ensure it continues to clean our air and absorb carbon. Oatley Park is considered "a jewel in the crown" and deserves to be looked after, especially as usage has greatly increased	D25/167613	31/05/2025	Email	Public	Assets & Infrastructure	per item 1.07
DPOP	Beachwatch	56	56.09	<b>Beachwatch Program:</b> This program tells us if our beaches are safe to swim in. We must keep supporting it, no matter what, for public health and environmental monitoring. Given the frequent sewage overflows into the Georges River from Lime Kiln Bay, it is important to continue the Beachwatch Program and ensure Oatley Park Baths are safe for swimming.	D25/167613	31/05/2025	Email	Public	Environment & Planning	Per item 52.10
DPOP	Urban Heat Study	56	56.10	<b>Urban Heat Benchmarking:</b> We need to understand where our hottest spots are so we can plan to cool them down. This is vital for the community's comfort and safety in extreme heat.	D25/167613	31/05/2025	Email	Public	Environment & Planning	per item 1.03
DPOP	Feral Animal Control	56	56.11	<b>Feral Animal Control:</b> Foxes and feral cats are devastating our native wildlife. We need strong programs to protect our precious local animals.	D25/167613	31/05/2025	Email	Public	Environment & Planning	Per item 50.08
DPOP	Solar	56	56.12	<b>Long Term Solar Installation Plan:</b> Let's put solar panels everywhere we can! It's good for the planet and good for our budget in the long run.	D25/167613	31/05/2025	Email	Public	Environment & Planning	Per item 52.11
DPOP	Emissions Reduction - Electric Vehicles	56	56.13	<b>Fleet Transition Plan:</b> Council should lead by example and switch its vehicles to electric or low-emission options. It shows you are serious about cutting pollution.	D25/167613	31/05/2025	Email	Public	Environment & Planning	Per item 1.05
DPOP	Penshurst Town Centre Bridge St Green Space	57	57.01	As a resident of Penshurst, I would like to respectfully request your consideration of several key initiatives for inclusion in the upcoming Georges River Council budget. I am confident that these projects will significantly enhance the quality of life for our local community. <b>1. Bridge Street Greenspace</b> With the state government's recent decision to grant access to the Bridge Street greenspace, I urge the Council to allocate funding to transform this area into a public park. This green space would offer a tranquil retreat for families, seniors, and individuals of all ages, while also providing a venue for community events and gatherings.	D25/170987	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	57	57.02	<b>2. Streetscape Enhancements</b> I propose that funding be allocated to improve the streetscapes across Penshurst, including the planting of trees, installation of greenery, and addition of street furniture. These improvements would beautify our town, enhance the pedestrian experience, and create inviting spaces for both residents and visitors.	D25/170987	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	57	57.03	<b>3. Public Toilet Renovations</b> The public toilets in Penshurst are in urgent need of modernisation. I request funding to renovate and upgrade these facilities, ensuring they are clean, accessible, and user-friendly, particularly for those visiting local parks and transport hubs.	D25/170987	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	57	57.04	<b>4. Guard Rail for Public Amenities Block</b> To improve safety, I recommend the installation of a guard rail in front of the public amenities building. This would provide added protection for visitors, especially families with young children and individuals with mobility challenges, making the space safer and more accessible for all.	D25/170987	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	57	57.05	<b>5. Traffic Study for Town Centre</b> Given the growing traffic concerns in the Penshurst Town Centre, I request that the Council commission a traffic study to assess the current situation and explore solutions to enhance safety and reduce congestion. Measures such as improved pedestrian crossings and traffic-calming strategies would make the area safer and more navigable for everyone.	D25/170987	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	Penshurst Town Centre Bridge St Green Space	58	58.01	I request your support for several vital initiatives which will enhance the local environment and the well-being of the Penshurst Community. I note the draft budget includes a project "Streetscape Program - Penshurst Public Domain Embellishments", with no further details provided. After discussion with colleagues, I suggest this project could be replaced by funding the following initiatives which will contribute to the improvement of green spaces, and foster a more sustainable, safe, and welcoming environment for all Penshurst residents and visitors. <b>1. 'Bridge Street' Greenspace: A Sanctuary for Nature and Community</b> Council funding will transform this area into a public park. This greenspace holds immense potential to become a tranquil retreat for all members of the community – offering a much-needed natural haven for relaxation, appreciation of local flora and fauna, and community gatherings. Such an initiative would be cornerstone of both environmental sustainability and public health, providing vital green lungs for Penshurst.	D25/171036	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.01

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[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Penshurst Town Centre Streetscape Enhancements	58	58.02	<b>2. Streetscape Enhancements: Greening Our Streets, Cooling Our Community</b> Council investments in streetscapes across Penshurst will not only contribute to the beautification of Penshurst but will also be crucial in combating the urban heat island effect, improving air quality, and creating more inviting, pedestrian-friendly spaces. A richer canopy of trees and thriving garden beds will offer habitat for local birdlife and insects, strengthening the ecological fabric of Penshurst.	D25/171036	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	58	58.03	<b>3. Public Toilet Renovations: Accessible and Comfortable Amenities for All</b> The current public toilet facilities in Penshurst are in urgent need of modernisation. Council funded renovations should include hand rails vulnerable visitors, such as families with young children, individuals with mobility challenges, and the elderly. Modern facilities will ensure they are easily cleaned, accessible, and equipped to meet the needs of all users.	D25/171036	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Traffic Study	58	58.04	<b>4. Traffic Study for Penshurst Town Centre</b> With increasing traffic concerns in the Penshurst Town Centre, a Council funded comprehensive traffic study will assess current traffic conditions and identify measures to improve safety and reduce congestion. By developing enhanced traffic-calming strategies and designing safer pedestrian crossings this study will create a town centre that is more navigable and enjoyable for everyone, fostering a better balance between urban development and the natural environment.	D25/171036	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.05
DPOP	PoM Evatt Park	59	59.01	We propose the following items to be allocated funding in 2025-2026 Council budget: Funding for a management plan and to address issues of concern at Evatt Park, Lugarno. The LPA has written to Council on these matters on a number of occasions and we continue to be disappointed at the state of Evatt Park. Funding is required to: * address ongoing systemic water quality issues at Webb's Dam; * work with the LPA to plant a middle canopy providing shelter for local fauna; * ensure that there continues to be large mature trees at Evatt Park; * ensure ongoing work on and protection for garden beds, including at the entrance to the park; * maintain the main bushtrack to the park and to remove invasive weeds and plants; * provide an upgrade of the children's playground in keeping with the ambience of the park; * undertake a study of bushfire prevention measures.	D25/171049	2/06/2025	Email	Public	Environment & Planning and Assets and Infrastructure	Generic Plans of Management currently cover Evatt Park – these were adopted by Council in late 2022 and amended last year. If a separate Plan of Management and Master Plan is proposed then it requires additional budget. The Spatial Framework for Evatt Park provides input to future capital investment.
DPOP	Lugarno Community Centre	59	59.02	2. Funding to undertake a study for the building of a small community centre in Lugarno. Community groups such as the LPA, have no community hall/centre in which to hold meetings and other activities. We also have a small trust fund that could be used to assist in building/refurbishing a small community centre. Funding should be allocated by Council in this budget to work with us on this needed facility. 3. Funding to support the items outlined by Oatley Flora and Fauna in their submission.	D25/171049	2/06/2025	Email	Public	Assets & Infrastructure	No currently in budget

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DPOP	Arthur Hardiman Reserve	60	60.01	We urge the Georges River Council to reconsider the current masterplan for Arthur Hardiman Reserve. We believe a simpler, more environmentally focused, and significantly less expensive approach will deliver far greater value, not just for this site, but also for the Council's and Community's conservation efforts. After discussion with colleagues, the following scaled-back plan (outlined below) prioritizes essential environmental enhancements and community access, allowing Council unlock substantial funds for other vital environmental projects across the Community. We urge Council to consider the following initiatives: <b>Full submission on portal</b>	D25/171390	2/06/2025	Email	Public	Assets & Infrastructure	To address the concern raised would require a new plan of management and master plan for the reserve. There is no budget set aside for the preparation of plans of management in the FY25/26 Budget.
DPOP	Environmental levy	61	61.01	We urge Georges River Council to allocate funds for the Environmental projects detailed below in the 'draft Delivery Program 2025-2029, draft Operational Plan 2025-2026'. <b>1. Environmental Levy (page 92)</b> The Georges River Council (GRC) has stated it, "will work towards the United Nations Sustainable Development Goals" which have been incorporated into Council's Environmental Resilience Action Plan 2022-2040. Many councils across Sydney have successfully introduced environmental levies. For example: Manly, Randwick and Ku-Ring-Gai have long-standing environmental levies which have funded significant work in biodiversity protection, emission reduction, water quality improvement, and community sustainability. In addition councils have been able to work with communities to encourage sustainable practices at the household and local business level, fostering a greater sense of environmental stewardship. .... believes that an Environmental Levy would show that the council is serious about its intention to be an environmentally sustainable Council. Such an allocation would ensure Council can implement the actions outlined in the Environmental Resilience Action Plan 2022-2040 which will sustain and improve our wonderfully liveable Local Government Area.	D25/170985	2/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Lime Kiln Bay	61	61.02	<b>2. Lime Kiln Bay (page 97)</b> Lime Kiln Bay wetland put in place in 2000, is in urgent need need of refurbishment. The system is struggling to manage current pollutant levels and increased storm water runoff due to changing climate conditions. We understand a redesign of the wetlands, including the gross pollutant trap, using Water Sensitive Urban Design principles has been completed. Therefore, we urge the Council to prioritise this project and allocate sufficient funds in the 2025/26 budget or seek State Government funding to undertake necessary renovations in 2026.	D25/170985	2/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Tree Canopy	61	61.03	<b>3. Tree Canopy Improvement projects (pages 92-94)</b> Our members have supported Council's tree planting initiatives in an effort to achieve 40% tree canopy cover by 2038. To achieve this goal, it is imperative GRC has a fully documented tree planting plan. This is especially so to counteract the negative tree canopy impacts of the NSW Government's Low and Mid-Rise Housing Policy. As suggested in point 1 an Environmental Levy could fund the following : 1. Tree Planting to Achieve Council's Tree Canopy Coverage Target 2. Open Space Tree Planting Strategy 3. Tree Replacement Inspection Program 4. Preparation of Flora and Fauna Assessment Report Guidelines 5. Celebratory and Commemorative Tree Giveaway	D25/170985	2/06/2025	Email	Public	Environment & Planning	Per item 1.04

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DPOP	Emissions Reduction - Carbon Offsets	61	61.04	<b>4. Carbon Offset Purchasing (page 91)</b> We advocate for the Georges River Council to shift its focus from purchasing carbon offsets to directly reducing carbon emissions. Offsets are ineffective, merely making people think they are doing something when they provide a "license to pollute". This aligns with concerns raised by experts and business leaders regarding the validity and effectiveness of carbon offset schemes. (Professor Andrew MacIntosh, a former chair of key Australian government committees on carbon offsets, Dr Andrew Forrest, the Executive Chairman of Fortescue) Thank you for the opportunity to comment on the draft budget. Our members look forward to a positive outcome	D25/170985	2/06/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Crown Reserves Grant Funding	62	62.01	Grant received for Crown Reserves Improvement. Amount to be added to income and expenditure, with nil impact to overall operating result	D25/171577	2/06/2025	Email	Staff	Business & Corporate Services	Increase to income and expenditure. No impact on budgeted operating surplus. Recommend adding to 2025/26 Budget in Q1.
DPOP	Stormwater Improvements	63	63.01	I am proposing to remove this included budget bid for 25/26: Review of the Hurstville, Mordale and Peakhurst Flood Risk Management Study and Plan - Consolidation and consistency for FPRM Reasoning: Focus on the prioritisation of studies below and asset management Kogarah and Blakehurst Flood Risk Study - Finalisation of FPRM Study Feasibility Study of Gloucester Road and Stoney Creek Road - High Risk Flood Zone Mitigation	D25/171439	2/06/2025	Email	Staff	Assets & Infrastructure	Due to resourcing constraints it's proposed to focus on existing studies and asset management.
DPOP	Carss Park Flats Sports Amenities & Field	64	64.01	<b>NM041- 25 Support for Hurstville Zagreb FC: Facility and Field Improvements at Carss Park</b> I want to make a submission, for urgent consideration in the 2025/2026 budget. NM041-25 Support for Hurstville Zagreb FC: Facility and Field Improvements at Carss Park..... May I please ask that the council find immediate solution for A small, temporary storage container located near the existing facilities, or in another suitable location nearby approved by Council The fields to be maintained commencing from the next off-season, with feasibility investigations to begin immediately. An immediate plan and budget to replace the current facilities with modern, up-to-date infrastructure consistent with the standards of surrounding parks	D25/173920	1/06/2025	Email	Councillor	Assets & Infrastructure	Regarding renewal / upgrade of building: noted not in 25/26 budget. Priority sight however currently waiting finalisation of masterplan currently planned for 29/30
DPOP	Mordale Town Centre Beautification	65	65.01	<b>Budget Bid -</b> In regards to the below to be added to the budget, I also noticed that the \$ was still included to upgrade the Mordale Town Centre...the funds be used to improve the current stage 1 of Mordale Town Centre instead of continuing and upgrading the rest until stage 1 looks better than it looks. At the moment, there have been plenty of complaints that it does not look complete and this should be a priority.	D25/174441	1/06/2025	Email	Councillor	Assets & Infrastructure	Per item 21.01 and Penshurst traffic study bridge street currently recommended in studies operational budget.  Cambridge St near Penshurst Park traffic study, incl King Georges Road and Percival Str area - Noted, not currently identified in Traffic Studies list the new St Declan's traffic study - Noted, not currently identified in Traffic Studies list Narwee shopping traffic and parking study- .Noted, not currently identified in Traffic Studies list Should council want to bring in others should be taken out due to resourcing constraints B Street traffic study - Council officers need to reconsider approach as roundabout at intersection on roberts and beatty not supported by resident. more work will be done in 25/26.
DPOP	Traffic Studies Request	65	65.02	I am happy to prioritise traffic studies according to risk. This needs to include: Penshurst shopping area traffic study. Cambridge St near Penshurst Park traffic study, incl King Georges Road and Percival Str area the new St Declan's traffic study. Narwee shopping traffic and parking study. B Street traffic study	D25/174441	1/06/2025	Email	Councillor	Assets & Infrastructure	Per item 21.01 and Penshurst traffic study bridge street currently recommended in studies operational budget.  Cambridge St near Penshurst Park traffic study, incl King Georges Road and Percival Str area - Noted, not currently identified in Traffic Studies list the new St Declan's traffic study - Noted, not currently identified in Traffic Studies list Narwee shopping traffic and parking study- .Noted, not currently identified in Traffic Studies list Should council want to bring in others should be taken out due to resourcing constraints B Street traffic study - Council officers need to reconsider approach as roundabout at intersection on roberts and beatty not supported by resident. more work will be done in 25/26.

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DPOP	Turf Sporting Field Renewal Program	66	66.01	<p><b>Turf Sporting Field Renewal Program</b></p> <p>I propose that Council introduce a dedicated annual Turf Sporting Field Renewal Program as part of the Capital Works budget. This program would see at least one sports field within the LGA fully reconstructed each year to meet modern best practice standards.</p> <p>Each renewal should include:</p> <ul style="list-style-type: none"> <li>•Comprehensive sub-surface drainage systems,</li> <li>•The use of durable, high-performance turf species, and</li> <li>•Field design tailored to high usage demands and climate resilience, ensuring facilities are better equipped to withstand both intensive use and extreme weather events.</li> </ul> <p>To guide this program, Council should develop a prioritised schedule of all turf sports fields, based on current condition, usage levels, and community demand. Planning and design should be undertaken in Year 1, with construction and delivery to follow in Year 2—ensuring a rolling, future-proofed delivery pipeline.....</p>	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Currently a Sporting Field Renewal Program in the program, Council Officers aim to program comprehensive upgrades annually depending on scale of projects, resources and costs.
DPOP	Sporting Amenities Upgrade Program	66	66.02	<p><b>Sporting Amenities Upgrade Program</b></p> <p>I recommend that Council establish a clear, transparent, and prioritised Sporting Amenities Upgrade Program. This program should include a register of all sports amenities across the LGA, detailing:</p> <ul style="list-style-type: none"> <li>•Current condition ratings (noting which have been upgraded and which are outstanding),</li> <li>•Accessibility and compliance with relevant standards (e.g., DDA compliance),</li> <li>•Usage data to support prioritisation, and</li> <li>•A multi-year forward works schedule, indicating: <ul style="list-style-type: none"> <li>◦The planned year for design and community consultation, and</li> <li>◦The scheduled year for construction.</li> </ul> </li> </ul> <p>This structured and data-informed approach will enable better planning, improve transparency, and ensure sporting and public amenities are upgraded equitably and efficiently, in line with community needs.....</p>	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	List has been provided for review, conditions are provided to support informed decision.
DPOP	Gifford Park Amenities	66	66.03	<p><b>Gifford Park</b></p> <p>Please confirm which budget is correct?</p>	D25/175471	1/06/2025	Email	Councillor	Business & Corporate Services	The budget is \$Xm. In the current Capital Works Program, it was budgeted to be spent in FY26. When preparing the FY26-29 Capital Works Program, the budget has been rephased over 3 years.
DPOP	Sportsfield Lighting	66	66.04	<p><b>Sports Field Lighting Renewal Program</b></p> <p>I would also like to see a dedicated Sports Field Lighting Renewal Program included in Council's Capital Works budget on an annual basis.</p> <p>The program should support the progressive replacement and upgrade of aging lighting infrastructure across the LGA to meet current standards and improve safety, usability, and energy efficiency and support evening use across multiple codes.</p> <p>A prioritised schedule of lighting upgrades should be developed, based on current lighting condition audits, compliance with safety and sporting standards, usage levels, and community demand.</p>	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	A sportsfield lighting renewal budget line can support capital works Suggest also considering an operational budget to allow for repairs / operational works through the year.
DPOP	Jubilee Stadium Toilet Block Question	66	66.05	<p><b>Jubilee Stadium Eastern Toilet Block Replacement</b></p> <p>Is this toilet block replacement to bring the toilet block to a basic operational standard? If the Jubilee Master Plan progresses, could this lead to the potential complete replacement of this toilet block?</p>	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	The design of the Jubilee Stadium Eastern Toilet Block Replacement is being undertaken as part of the adopted 2024/25 capital works program. The building has been identified as dilapidated and requiring renewal, with the design including the complete replacement of the amenities building to meet all current standards and specifications.
DPOP	The Green Kyle Bay Question	66	66.06	<p><b>The Green Kyle Bay Sporting Amenities Investigation, Design and Consultation</b></p> <p>Is the consultation taking place in FY25?</p>	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	The Green Kyle Bay Sporting Amenities Design project commenced in Q3 of the 2024/25 financial year due to team resourcing. The design is currently in progress, with consultation on the design scheduled to take place in June/July 2025.

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DPOP	Emissions Reduction - Carbon Offsets	66	66.07	<b>Carbon Offset Purchasing [ENV046-24]</b>  Included  ENV046-24 states 'That Council's determination of the use of national and/or international carbon offsets be deferred until December 2025'. Is this budget inclusion a 'just in case'?	D25/175471	1/06/2025	Email	Councillor	Environment & Planning	See staff submission items 39.01 -39.03, full submission provided on the councillor hub.
DPOP	Tree Canopy	66	66.08	<b>Tree Planting to Achieve Council's Tree Canopy Coverage Target [NM106-24]</b>  NM106-24 - That a budget bid be included in the 2025/26 Operational Budget process to develop a Strategy for Open Space Tree Planting. Confirming this isn't just for the 'strategy'. Does it actually include planting?  Please advise how this item differs from the deferred item below:-  Open Space Tree Planting Strategy Operating      Assets and InfrastructureDeferred	D25/175471	1/06/2025	Email	Councillor	Environment & Planning	The included budget bid for Tree Planting to Achieve Council's Tree Canopy Coverage Target [NM106-24] covers actual planting. The deferred budget bid for Open Space Tree Planting Strategy is for a strategy to guide details of the planting.
DPOP	Traffic Studies Question	66	66.09	<b>Traffic Studies</b>  Please could I request a full list of all traffic studies that Council currently has? If possible please include those requested, scheduled and those not currently scheduled, and the length of time they have been on the schedule. Please could you provide this list with an indication of the priority listed against each?  Not included in the operational budget are the following requested traffic studies which, depending on the priority list provided, should be included:-  •B Streets traffic study and consultation •Hillcrest Ave [NM075-24]  For the Park Rd Traffic Study, staff advise this is for NM095-24 (Traffic Study Park Rd, Carlton), however the operating budget for this item states it is for NM096-24 (Roundabout - Colvin Avenue and Edward Street, Carlton). Which one is recommended for inclusion in the operating budget? Noting Council has not resolved to construct a roundabout at this location as yet. Please could you provide the crash data that supports this recommendation? And please advise what date the crash data is current up to?	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Noted, list to be provided
DPOP	Street Lighting Priorities	66	66.10	<b>Lack of Street Lighting along Railway Parade [NM007-25]</b>  Please provide an LGA wide list of Street Lighting renewal requirements and provide the priority ranking for each location. How many requests have been raised for improved lighting in the LGA?  Council Officer Response:- \$XX has been included for Street Lighting Investigation and Design. The estimate for each investigation from Ausgrid is approximately \$X. This site is considered high priority as it is close to Carlton Station and three commuter carparks, which increases foot traffic in the area and has been included in the general allocation. Based on the AUSGRID estimate, there is budget for seven more investigations at other sites.  Question: The Operational Budget only includes \$X for this item. The Council Officer response to an earlier query states \$XK has been included in the Operational Budget. Which is correct?	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Streetlights: •English Street/ Railway Pde intersection, Kogarah •66 Church Street, Peakhurst •102 Connells Point Road, Connells Point  Pedestrian crossing lighting: •River Road, Oatley •2 Cook Street, Mortdale •Ellen Subway, Mortdale •68 Percival Street, Penshurst •Newman/Ocean Street, Penshurst The proposed crossing list above had LUX levels ranging from -3 to 17LUX Lux levels should be 32LUX  \$XX has been allocated within the Asset Condition Assessment budget to undertake the above investigations and design through AUSGRID



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DPOP	Hurstville War Memorial	66	66.11	<b>Restoration and Conservation of Hurstville War Memorial</b> This item is currently deferred. I understand Council has possibly been successful in obtaining a grant to fund 50% of this project, and needs to make a co-contribution of the remainder. If this is the case, I support allocating \$15K in the budget so this restoration project can be completed. Restoration and Conservation of Hurstville War Memorial Operating \$29,000Assets and InfrastructureDeferredHayley Barnes	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Grant has been received, confirmed with City Operational Services and Community and Culture that this project can be delivered and recommended for inclusion
DPOP	Beverley Park Golf Course Water Harvesting Feasibility Study	66	66.12	<b>Beverley Park Golf Course Water Harvesting Feasibility Study</b> This \$XX item is deferred. I think this should be prioritised as the disused asset is currently a risk, with people illegally entering the site, and even reports from the golf course staff of people sleeping in there.	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Noted, current resourcing does not support any additional stormwater investigations.
DPOP	Public Spaces Decorative lighting	66	66.13	<b>Public Spaces Decorative lighting – Options report</b> \$XX This has had strong community requests, and is supported by Business Chamber South. I think we should be progressing this project.	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Noted.
DPOP	Mortdale Parking	66	66.14	<b>Mortdale Parking Occupancy Study (Resource constrained, cost would double with additional consultant)</b> \$XX - deferred Please provide more detail on what this project entails.	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	NM058-23 Council officers briefed Councillors re parking opportunities. As town centre is at capacity for parking opportunities, only significant parking opportunity is creating angle restricted parking in residential streets. Should Council resolve to include parking occupancy survey alternate traffic study to be removed.
DPOP	Multi-sport stadium	66	66.15	<b>Development of a strategic and detailed business case for a multi-sport stadium in the local government area (Basketball NSW) [NM088-24].</b> Cost would be \$120,000 for study, noting a \$60,000 contribution from Basketball NSW \$120,000 - deferred NSW Basketball have offered a co-contribution for this project. I think Council should be supporting its inclusion in the budget.	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	Noted.
DPOP	LSPS Review	66	66.16	<b>LSPS Review - Community Engagement Consultants</b> \$XX - deferred What is the rationale for deferring this? (is it because of LMR?)	D25/175471	1/06/2025	Email	Councillor	Environment & Planning	A new LSPS Framework is being prepared by the NSW State Government. Any work on the LSPS should be deferred until the new framework is prepared.
DPOP	Companion Animals	66	66.17	<b>Companion Animal Identification and De-sexing Program</b> \$X - deferred Can we please have some results on the success of this program from the FY25 year to consider if this should be included again?	D25/175471	1/06/2025	Email	Councillor	Environment & Planning	The 2024/2025 funded program has resulted in: •216 cats have been or are booked in to be desexed and microchipped. •3 dogs desexed The desexing and microchipping program has been primarily focussed on cats as they are not prevented from roaming under the Companion Animals Act, consequently resulting in unwanted litters. Considering that one non-desexed female cat can have multiple litters per year of four or more kittens, this program has effectively prevented an estimated additional 2500 cats from entering the environment. This program will help to reduce the impact of cat predation on native animals by unowned cats. Further the program will help to reduce the number or deceased unowned cats found on public land in the LGA which since July 2024 until May 2025 totalled 113 cats which cost Council approximately \$7,600 for removal.
DPOP	Beachwatch	66	66.18	<b>Beachwatch Partnership Program</b> \$XX - deferred What is this program?	D25/175471	1/06/2025	Email	Councillor	Environment & Planning	Per item 52.10

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DPOP	Ibis Management	66	66.19	<b>Feasibility for Ibis Management</b> \$XX - deferred This is becoming a greater issue in multiple areas of the LGA. We need a plan to manage it.	D25/175471	1/06/2025	Email	Councillor	Environment & Planning	Management of the Australian White Ibis across the LGA cannot occur until such time as a Management Plan has been developed and approved by National Parks and Wildlife NSW, given the protection status of this native species. Without the funding this plan cannot be developed, however this is only the first step in the management process and subsequent budget bids in future financial years will be required to fund any of the recommendations of the Management Plan.
DPOP	Innovation Programming	66	66.20	<b>Innovation Programming</b> \$XX - deferred Please advise what this program is?	D25/175471	1/06/2025	Email	Councillor	Office of the General Manager	The innovation programming will leverage the success and interest of the Spark Sydney South Innovation Summit. The Economic Development Team in partnership with industry and tertiary experts will increase innovation programming with two main areas of focus: 1. Capacity building workshops to increase the digital readiness, start-up capabilities, and transitioning to net zero; 2. Providing networking opportunities to increase the engagement of businesses in innovation ecosystems and domestic and international supply chains.  The workshops aim to enhance local business capabilities, cultivate the local startup ecosystem and engage with State and Federal government priorities of enhancing domestic and advance manufacturing. Through the development of the local enterprises, this will support investment attraction and increased visibility and readiness for the region to develop an innovation precinct. The funding opportunity will allow Council to deliver more impactful and curated events to local enterprises, driving high-value job creation and positioning the region as a hub for innovation.
DPOP	Arthur Hardiman Reserve	66	66.21	<b>Transform Oatley Bowling Club site Masterplan works - Grant</b> \$XX The says its a grant, but the funding source says its 'Potentially Externally Restricted'. Please confirm.	D25/175471	1/06/2025	Email	Councillor	Business & Corporate Services	The project has been phased into the latter half of the 4 year Capital Works Program as it is dependant on grant funding which has not been identified.
DPOP	Mortdale Town Centre Stage 2	66	66.22	<b>Streetscape Program - Mortdale Town Centre Stage 2</b> Please outline what is planned in Stage 2 of this project. I don't believe there is the appetite in Mortdale for wholesale Streetscape upgrades and I think we should be spreading our capital investment in streetscape upgrades across the LGA. There has been substantial funds invested in Mortdale and very little in other centres.	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	The scope of Stage 2 of the Mortdale Town Centre Streetscape project would include the undergrounding of electrical and telecommunications, streetlighting, paving, civil works, trees, street furniture and traffic facilities along Pitt St between The Strand & Morts Rd, as well as Morts Rd between Victoria Avenue and The Strand.
DPOP	Traffic Program Inclusions	66	66.23	<b>Traffic Program</b> \$XX - included What is included in this program of work?	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	program not yet scoped, placeholder amount
DPOP	Traffic Program - Carrington & Warwick	66	66.24	<b>Traffic Program - Carrington &amp; Warwick</b> Please advise what is included in this traffic program?	D25/175471	1/06/2025	Email	Councillor	Business & Corporate Services	Budget is an estimate based on an unknown scope of works for both Carrington St and Warwick St Intersection Upgrade, as well as Rose Street Pedestrian Crossing. At this stage, it looks as though the budget will be sufficient for both, pending discussions with Transport for NSW and further design work.

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## Summary Submissions and Officer Responses

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Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Rose St - Forest Road Traffic Works	66	66.25	<p><b>Rose St - Forest Road Traffic Works</b></p> <p>\$XX - included</p> <p>Noting the status of NM061-23 below from Outstanding Council Resolution Report, please advise</p> <ul style="list-style-type: none"> <li>•If item (a) has been reported to the Traffic Advisory Committee</li> <li>•If Council resolved to build a pedestrian crossing at this location?</li> <li>•If Council has been successful in obtaining grant funding through the Get NSW Active Program?</li> </ul> <p>(a) That the General Manager investigates the installation of a raised pedestrian crossing at the intersections of Rose Street and Humphreys Lane, and Rose Street and Forest Rd Hurstville and report the outcomes of this investigation to a future Local Traffic Advisory Committee Meeting. - Investigation and design of a raised pedestrian crossing at this location in progress</p> <p>(b) That Council requests funding from Transport for NSW (TNSW) and the Federal Government to fund the construction of the pedestrian crossings - Funding requested through Get NSW Active Program.</p>	D25/175471	1/06/2025	Email	Councillor	Assets & Infrastructure	<p>Noting the status of NM061-23 below from Outstanding Council Resolution Report, please advise</p> <ul style="list-style-type: none"> <li>•If item (a) has been reported to the Traffic Advisory Committee – not approved at this stage, Council is working with TNSW re design</li> <li>•If Council resolved to build a pedestrian crossing at this location? – not approved at this stage, Council is working with TNSW re design</li> <li>•If Council has been successful in obtaining grant funding through the Get NSW Active Program? The design is not at a stage yet for funding.</li> </ul>
DPOP	Norm O'Neill	66	66.26	<p><b>Norm O'Neill Cricket Centre</b></p> <p>Noting that Council plans to seek EOIs to make this centre multi-sport, should Council be making a budget allocation for the repurposing of this centre so we can make a greater financial return?</p>	D25/175471	1/06/2025	Email	Councillor	Community & Culture	The EOI will seek interest from parties in potential use as a multi-purpose or equivalent centre, including any capital investment to deliver their proposal. Submission noted.
DPOP	Fees and Charges Tennis Hire	66	66.27	<p><b>Ken Rosewall Tennis Centre</b></p> <p>Are the below charges what the tennis centre was already charging, and Council just never had these listed in the fees and charges? Why are these new charges now??</p>	D25/175471	1/06/2025	Email	Councillor	Community & Culture	Council has previously listed the court hire casual bookings fees for Ken Rosewall Tennis Centres in the 24/25 fees. A new fee has been introduced in 25/26 fees and charges for racquet hire.
CSP	Carss Park Aquatic Facility Information	67	67.01	<p>Page 18</p> <p>The below statement needs to be updated to reflect that Council has signed a Project Agreement with the NSW Office of Sport. It is no longer a MoU.</p> <p>Carss Park Pool</p> <p>Georges River Council has been working towards the opening Of a new aquatic facility at Carss Park for the community and has signed a Memorandum of Understanding (MOU) With the NSW Office Of Sport. This Mou hands responsibility for the development of the Detailed Business Case, detailed Design and work to Obtain Development Consent to NSW Government</p>	D25/176317	1/06/2025	Email	Councillor	Office of the General Manager	The Project agreement between the NSW Office of Sport and Council has been signed. A Project Control Group (PCG) .....and a Steering Committee (SteerCo) meet. Update to CSP has been made for adoption.
DPOP	Arthur Hardiman Reserve	68	68.01	<p>Regarding (Arthur Hardiman Reserve).....arrange a meeting with Ctr Mahoney, myself and you to further discuss the below (from Oatley Flora and Fauna). Peter is in agreement with the sentiments below. He raised it with me a while back and I advised him to seek advice from you on the process to amend an adopted Master Plan. I believe he sent you an email on 7th May seeking this advice, which may not have been responded to as yet.</p>	D25/176796	2/06/2025	Email	Councillor	Assets & Infrastructure	per item 60.01
DPOP	Rose St - Forest Road Traffic Works	69	69.01	<p>I'm glad to see "Rose St - Forest Road Traffic Works" on the list. Can I ask if "Croydon Rd Hurstville Traffic Works" is related to Hurstville School Precinct Traffic Study?</p>	D25/177215	2/06/2025	Email	Councillor	Assets & Infrastructure	Croydon rd is not included for traffic facilities at this stage. Investigations into need is ongoing. The current staff investigation is not related to school precinct.
DPOP	Review of Safety and Security Measures at Hurstville Aquatic Leisure Centre	69	69.02	<p>There are 8 items for HALC, but it seems the CCTV is not on the list? The 2023 council NOM clears says it will be implemented. Or it's just the list is not updated (from April)?</p> <p>Sans Souci Leisure Centre has a CCTV system that monitors the pools, reception area and immediate parking area to the entrance.</p> <p>Similar measures will be implemented at Hurstville Aquatic Leisure Centre to improve security and safety of patrons.</p>	D25/177215	2/06/2025	Email	Councillor	Community & Culture	No funding has been included in the 25/26 budget for CCTV at Hurstville Aquatic Leisure Centre. Noted for future budget requests.

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## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

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DPOP	Environmental levy	70	70.01	In submitting my budget bids for this coming financial year can I just say that I support the priorities outlined in OFF's submission (which is very similar to FOO's submission) I am very keen for an Environmental levy to be placed upon stormwater discharge as all of these eventually end up in a creek and onto affect/interfere the Georges River. With stormwater comes nutrient, weeds seed/propagules all of which are detrimental to our bushland causing erosion and weed problems. This levy could help to fund the mitigation of such problems like bush regeneration and creek bank stabilisation works.	D25/171487	2/06/2025	Email	Councillor	Business & Corporate Services	Per item 1.08
DPOP	St George Basketball Association	70	70.02	I believe St George Basketball Association could use some funding assistance	D25/171487	2/06/2025	Email	Councillor	Community & Culture	St George Basketball Association may be eligible for funding under Council's grants and donations programs. More information is available on the Grants and Sponsorship webpage: <a href="https://www.georgesriver.nsw.gov.au/Community/Grants-and-Sponsorship">https://www.georgesriver.nsw.gov.au/Community/Grants-and-Sponsorship</a>
DPOP	Accessway - Lugarno	70	70.03	I did send in a Council Request for this particular problem: there is a Council built walkway that connects Ponderosa Place and Brewer Place, Lugarno that has been closed for more than 12 months due to erosion and vandalism. This needs to be repaired to once again provide walking access to residents en route to the Chivers Hill shops.	D25/171487	2/06/2025	Email	Councillor	Assets & Infrastructure	Building compliance was investigating errorision due to development
DPOP	Hurstville Oval	71	71.01	After approaches from our Club, with support from Council, Cricket Australia agreed to Hurstville Oval as the venue for a three match, Women's T20 series, featuring Australia A and England A teams. This was a significant coup for Council as it brought an international event to our community and provided an important focus on high quality female sport.  Our Club also recognised the importance of these matches to Council's profile and the promotion of women's sport. With these thoughts in mind and appreciating the strength of our long-term co-operation with Council, we ensured that a strong team of volunteers was on hand to assist in the conduct of the games in late March.  While the first match saw a win in the last over, game two was interrupted by rain. Thanks to the quick reaction of your staff and our volunteers, the wicket square was covered and the pitch unaffected. When the rain ceased the square was uncovered but even after an hour's diligent endeavours, because of the condition of the outfield, the umpires refused to let the game recommence. Again, on the Sunday, with the wicket in perfect condition with cricket being played on turf grounds across Sydney, game three was abandoned, due to the sodden outfield. Disappointing for all concerned.  It is my understanding that there is a drainage system installed in the Hurstville Oval outfield but over the years it has become clogged and requires maintenance. I'm advised that the cost of repairs to the system would be approximately \$80,000. Undertaking this maintenance would allow water to dissipate quickly and therefore provide greater use of the ground. Undoubtedly these works would also assist other ground users.  Hurstville Oval has established itself as a quality facility, in previous seasons being a regular winner of the Award as the best cricket ground in Sydney. This has allowed Council to attract high profile, particularly cricket, events (Sheffield Shield, WBBL, Women's Internationals). A relatively small investment in maintenance of the drainage system will ensure this can continue. Please consider this in your budget review.	D25/171519	26/05/2025	Email	Public	Assets & Infrastructure	Council's City Operational Services team continues to implement a turf management program at Hurstville Oval. This ongoing program is focused on preserving the quality, safety, and playability of the sports surface, ensuring it meets the standards required for community recreation and sporting activities. Field improvements regarding drainage will be assessed.
DPOP	Multi-sport stadium	72	72.01	Thanks for the information session last night. Can I ask a couple of follow up questions:  1.I note that the basketball item is deferred. I have already had preliminary discussions with Councillors about including this. Can I get an understanding as to why this might be deferred?	D25/178181	3/06/2025	Email	Councillor	Assets & Infrastructure	per item 6.02
DPOP	IT Infrastructure	72	72.02	2.As discussed - a cost breakdown and any details regarding the annual IT spend. This may include vendors, type and length of contracts, number of licenses and renewal period, and nature of agreement. Keen to follow up on IT stuff - if there's ways we can save money I am happy to assist.	D25/178181	3/06/2025	Email	Councillor	Business & Corporate Services	More detail would require a councillor workshop. Software Licensing & Maintenance: Includes TechnologyOne, Microsoft 365 & server licences, core and general software maintenance, other key systems (Pulse, InfoCouncil, Kapih, etc.). Hardware & Infrastructure: Includes IT hardware projects, network and data security, UPS, firewall, CCTV, broadcasting equipment. Cloud & SaaS Migration Projects: Includes TechnologyOne SaaS migration, records integration and legacy system migration, website redevelopment and CMS upgrade. Cybersecurity Enhancements: Includes network access control, sandboxing, embedded security licence costs. Total: Incorporated within software and infrastructure budgets. Operational Software & User Licences: Includes CX system, Bookable, Learning Management, Grants, Feedback tools, M365, server, PDF and user-based tools.

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DPOP	Multi-sport stadium	73	73.01	<p>I note Council Resolution NM088-24 Support for Multi-Sport Stadium in Beverly Hills:</p> <p>a) That Council is to consider an operational budget bid of \$120,000 in the 2025/2026 budget for the development of a strategic and detailed business case for a multi-sport stadium in the local government area to accommodate the needs of the St George Basketball Association and other indoor sports.</p> <p>Follow up: We are seeking confirmation that is now included in the 2025/26 budget.</p> <p>b) That the business case assesses the feasibility of the best location for the stadium, based on the previously endorsed (ASS016-22) sites: the Johnny Warren Indoor Sports Centre, Penshurst and Tallawalla Reserve, Beverly Hills as well as any additional sites to be considered as a result of the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS).</p> <p>Follow up: We note that this is in line with our understanding.</p> <p>c) Council states it will apply for any grant funding opportunities that may arise to fund the strategic and detailed business case including liaising with Basketball NSW to finalise a funding agreement for a financial contribution towards the project.</p> <p>Follow up: We are seeking clarification that the \$120,000 is included in its operational budget to progress the business case. We will await a funding agreement to support the agreed co-contribution post the adoption of the budget in June 2025.</p> <p>d) Whilst the planning phase of the project is underway, Council officers apply for any state or federal grants that will assist towards the capital construction costs.</p> <p>Follow up: BNSW is happy to actively support council seeking funding for the project's capital construction.</p> <p>e) That Council acknowledge the letter of intent from Basketball NSW tabled at the 25 November Council meeting to make a financial contribution to the project.</p> <p>It is Council's process to consider a co-contribution of \$60,000 as part of the 25/26 Operational Budget adoption. I will advise you of the outcome once Council has adopted the 25/26 Budget in June 2025.</p> <p>Follow up: Thank you and noted. We continue to support a co-contribution of \$60,000 for the 2025/26 Operational budget adoption to the business and will await council's adoption of the budget in June 2025.</p>	D25/178209	3/06/2025	Email	Councillor	Assets & Infrastructure	per item 6.02
DPOP	Penshurst Town Centre Bridge St Green Space	74	74.01	<p>As a resident of Penshurst, I am writing to kindly request that you consider several important initiatives for inclusion in the upcoming Georges River Council budget. I strongly believe these projects will contribute to enhancing the quality of life for our community.</p> <p>1. Bridge Street Greenspace</p> <p>Following the state government's decision to grant access to the Bridge Street greenspace, I respectfully request that the Council allocate funds to develop this area into a public park. This space could serve as a peaceful retreat for families, seniors, and individuals of all ages, while also providing a venue for community events and gatherings.</p>	D25/170818	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	74	74.02	<p>2. Streetscape Enhancements</p> <p>I propose funding for streetscape improvements across Penshurst, including the addition of trees, plants, and street furniture. These enhancements would beautify our town, improve the pedestrian experience, and create welcoming spaces for both residents and visitors.</p>	D25/170818	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	74	74.03	<p>3. Public Toilet Renovations</p> <p>The public restrooms in Penshurst are in need of significant upgrades. I request funding to modernize and improve these facilities, ensuring they are clean, accessible, and user-friendly, particularly for those visiting local parks and transport hubs.</p>	D25/170818	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.03
DPOP	Penshurst Town Centre Guard Rail for Amenities	74	74.04	<p>4. Guard Rail for Public Amenities Block</p> <p>To enhance safety, I suggest the installation of a guard rail in front of the public amenities building. This would provide greater protection for visitors, especially families with young children and individuals with mobility challenges, ensuring the space is safer and more accessible.</p>	D25/170818	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	74	74.05	<p>5. Traffic Study for Town Centre</p> <p>With the increasing traffic in the Penshurst Town Centre, I request that the Council commission a traffic study to evaluate the current situation and explore potential solutions to improve safety and reduce congestion. Measures such as improved pedestrian crossings and traffic-calming strategies would make the area safer and more navigable for everyone.</p> <p>In conclusion, I respectfully urge the Council to consider these proposals in the upcoming budget. These improvements would greatly benefit the residents and visitors of Penshurst. Thank you for your attention to this matter, and I look forward to seeing positive changes in our community.</p>	D25/170818	2/06/2025	Email	Public	Assets & Infrastructure	Per item 10.05

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DPOP	Tree Canopy	75	75.01	<p>This submission urgently advocates for the robust allocation of funds to critical environmental initiatives within the Georges River Council's draft 2025/2026 municipal budget. I have been a resident of the Georges River Council Local Government Area for 55 years and I am deeply invested in its ecological well-being. I am a Bushcare volunteer and a member of the Oatley Flora &amp; Fauna Conservation Society committee. My submission is informed by firsthand observation of environmental shifts and a practical understanding of sustainable management. While acknowledging the competing demands on Council resources, the proposed environmental projects are not optional extras, but fundamental pillars for the long-term resilience, health, and prosperity of our community and the ecological integrity of our region.</p> <p>Critical Environmental Investments: Imperatives for 2025/2026 The following initiatives demand immediate and substantial budgetary prioritization: Accelerated Urban Tree Canopy Expansion: Strategic Imperative: Achieving a 40% urban tree canopy is paramount for climate adaptation, offering vital mitigation against urban heat islands, enhancing air quality, boosting biodiversity, and improving stormwater management. Action Required: Full funding for a comprehensive, meticulously planned strategy that actively dismantles current planning disincentives and aggressively promotes tree planting and retention on both public and private land. Tangible Goal: We recommend setting a concrete target, such as 2% increase in tree canopy each year for the next 10 years, coupled with clearly defined incentives for private landowners to contribute.</p>	D25/170636	1/06/2025	Email	Public	Environment & Planning	Per item 1.04
DPOP	Emissions Reduction - Carbon Offsets	75	75.02	<p>Shift from Carbon Offsets to Direct Emissions Reduction: Problem with Current Approach: The procurement of carbon offsets is increasingly recognized as an ineffective and potentially misleading practice that can hinder genuine decarbonization efforts. Leading scientific voices warn against the limited efficacy and "license to pollute" effect of many carbon credit schemes. Proposed Solution: Council must immediately cease all carbon offset purchases. Funds previously allocated to offsets must be re-directed entirely towards tangible, direct carbon emission reduction measures and strategic investments in low-carbon infrastructure within our LGA. Embracing a "real zero" emissions strategy is a demonstration of true environmental stewardship and alignment with contemporary climate science.</p>	D25/170636	1/06/2025	Email	Public	Environment & Planning	Per item 1.06
DPOP	Lime Kiln Bay	75	75.03	<p>Urgent Remediation of Lime Kiln Bay Wetland (WSUD Implementation): Ecological Crisis: The 25-year-old Lime Kiln Bay wetland, a critical component of the Georges River catchment, is in significant decline. It is demonstrably failing to manage current pollutant loads and increased stormwater runoff, exacerbated by climate change. Community reports of "putrid" sediment and evident habitat degradation confirm its compromised ecological function. Immediate Action: The completed Water Sensitive Urban Design (WSUD) redesign, including the essential gross pollutant trap, must be fully funded in the 2025/26 budget. Should this not be immediately feasible, Council must aggressively secure State Government funding for its implementation in 2026. Further delay represents a grave ecological and public health risk.</p>	D25/170636	1/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Environmental Levy	75	75.04	<p>Initiation of Environmental Levy Community Consultation: Proven Funding Mechanism: Environmental Levies have a well-established track record in comparable councils (e.g., Manly, Randwick, Ku-Ring-Gai) for securing dedicated, long-term funding for vital environmental initiatives such as biodiversity protection, emissions reduction, and water quality improvements. Recommendation: It is imperative that Council immediately commences comprehensive community consultation to assess the feasibility and public acceptance of such a levy. This mechanism represents the most robust and sustainable means to fund Council's own Environmental Resilience Action Plan 2022-2040 and adequately resource essential environmental projects, including Food Organics and Garden Organics (FOGO) programs and critical bushland regeneration. Delaying this consultation is a lost opportunity for proactive environmental financing.</p>	D25/170636	1/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Synthetic turf microplastic mitigation	75	75.05	<p>Microplastic Mitigation from Synthetic Turf: Emerging Threat: The escalating threat of microplastic pollution from synthetic turf installations to aquatic ecosystems and human health demands immediate preventative action. Precautionary Principle in Action: Council must fully embrace the 'Precautionary Principle' by allocating dedicated funds for the immediate implementation of robust preventative measures. This includes engineering solutions like kerbing or bunding, specifically designed to contain microplastics at their source. Proactive intervention is essential for safeguarding environmental health.</p>	D25/170636	1/06/2025	Email	Public	Assets & Infrastructure	Per item 1.02



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DPOP	Feral Animal Control	75	75.06	Additional Programs for Vital Investment: While the 5 priorities above are imperative beyond these, I would like to suggest that due consideration be given to funding for the following initiatives: Feral Animal Control – Fox and Cat Programs: Robust and adequately funded control programs are essential to mitigate the documented devastating impact of foxes and feral cats on native wildlife and to protect local biodiversity.	D25/170636	1/06/2025	Email	Public	Environment & Planning	Per item 50.08
DPOP	Stormwater Improvements	75	75.07	Comprehensive Stormwater Improvement Works Program: Adequate and sustained funding for a comprehensive Stormwater Improvement Works Program is critical to reduce pollutant loads entering waterways, protect aquatic ecosystems, and improve overall water quality.	D25/170636	1/06/2025	Email	Public	Assets & Infrastructure	per item 50.06
DPOP	Hurstville Golf Course	75	75.08	Hurstville Golf Club - Landfill Gas Assessment: Council holds an environmental obligation to urgently assess and implement capture strategies for landfill gas emissions (particularly methane, a potent greenhouse gas) from the Hurstville Golf Club site. This represents a significant climate risk requiring immediate action. The strategic prioritization and robust funding of these outlined environmental projects are not merely desirable; they constitute a fundamental responsibility of Council to ensure the long-term environmental health, sustainability, and liveability of our community. Decisive action in their favour is strongly urged.	D25/170636	1/06/2025	Email	Public	Environment & Planning	Per item 52.09
DPOP	Allawah Town Centre	76	76.01	There is a serious gap in any projects and funding in the suburb of Allawah. This suburb has a population of 5596 and has been historically neglected outside of pavement restoration projects. Please see below a list of recommended projects that I think should be considered by both the executive and elected officials. - Footpath restoration and safety lighting installed in the tunnel at the junction of Railway Parade and The Avenue. This is a key walkway that sees high use by the community but has been left in a state of disrepair and is incredibly unsafe at night with a lack of any lighting under the bridge. I push a pram along this space and there has been a number of times when cyclists have tried to squeeze past and knocked the pram due to the space being too narrow.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Not currently included in any asset programs, Council officers can investigate this concern in 25/26 – no budget required
DPOP	Allawah Town Centre	76	76.02	- Pavement artwork restoration along Railway Parade in front of Railway Parade shops. This wavy artwork has been left to disintegrate. Please address this or paint over it at the least.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Not currently in the budget can be investigated as an operational item in future years
DPOP	Allawah Town Centre	76	76.03	- There have been signs for a trial scooter program left on parking poles all along Allawah. Not only is this unsightly, it is a reputational risk for Council.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Not relevant to CSP or DPOP, this has been raised as a service request.
DPOP	Allawah Town Centre	76	76.04	- Please ask Ausgrid to address the Allawah Substation building as the wall is falling apart and I am guessing that this is a heritage asset. It has become unsightly. - Overall, Allawah has not had any attention in this DPOP and any other of the documents for that matter.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Council officers will notify Ausgrid
DPOP	Penshurst Town Centre Streetscape Enhancements	77	77.01	The Streetscape Program - Penshurst Public Domain Embellishments has been left out. Is there a reason Penshurst has such a low priority for Capital Works? It seems to be only through the effort of Project Penshurst in the last few years that any substantial (and long over-due) capital works has been completed (Bathroom Renewal, Carpark resurfacing, Bollards etc.). What is the rationale for deferring Penshurst's Embellishments from this budget?	D25/171758	8/05/2025	YourSay	Public	Assets & Infrastructure	as Penshurst above
DPOP	Fees and Charges - Parking	78	78.01	In the fees and charges, you are recommending the free 1 hour parking to go paid. Also, the yoursay doesn't have a dropdown for consultation on fees and charges 25/26	D25/171758	21/05/2025	YourSay	Public	Business & Corporate Services	The Draft 25/26 fees and charges includes MacMahon Street, Treacy Street and Gloucester Road, removal of first hour free parking and replace with \$1.00 fee. Parking rates are set to ensure equity and turnover. Ensures those entering get a ticket for pay and display.
DPOP	Fees and Charges - Parking	79	79.01	As an employee whos main location is away from the Civic centre. I am required to attend many meetings and professional development sessions held at the Civic, which requires me to park my vehicle majority of the time in the McMahon street carpark next to Council. This usually incurs the fee anywhere between \$3-\$11. While when time permits, I park down near Danebank or the Oval this adds additional time to the commute and time away from my role responsibilities. Additional charges to the carpark continue to impact costs from my own pocket and deters me from engaging non-compulsory Council sessions.	D25/171758	22/05/2025	YourSay	Public	Business & Corporate Services	Per item 78.01

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Reporting	80	80.01	<p>We have included measures of success, with targets that we want to achieve. Council will report on these in the State of Our City Report, at the end of this Council term in 2028. We are taking into account all the other strategies and p</p> <p>Although there is mention of "measures of success" the actual methodology is not mentioned - what are the real measures that are to be used? Also, why are the measures only to be reported on at the end of 2028 shouldn't they be measured periodically throughout the year at least quarterly to gauge on the progress or lack of progress so that any anomalies can be rectified before 2028?</p> <p>There is a lot of blah blah and not too much substance - buzz words are used throughout the document but there is nothing concrete regarding actions and outcomes!</p> <p>Proof reading would help "wholistic" should read holistic! And again it is part of the blah that does not amount to much in real terms. Putting in diagrams (borrowed from other areas) does not enhance the document it simply beefs it up. How about keeping it simple with phrases such as these are the concrete aims we have and every quarter/ half yearly minimum we shall state what has actually been achieved and if we are on schedule with our plans.</p>	D25/171758	23/05/2025	YourSay	Public	Office of the General Manager	Measures of success are specified in the CSP, Delivery Program and Operational Plan. Progress is reported bi-annually through the Delivery Program and Operational Plan Progress Report and the Annual Report.
DPOP	Fees and Charges - Parking	81	81.01	<p>Empress Lane - Please consider making the early bird parking time earlier than 7.30am. This should fall in line with other car parks and allow train commuters to take advantage of reduced train fares for earlier travel (pre 7am) or to catch earlier trains to get to the city by 8am. Recommended start time should be 6.30am or at the very least, 7am. This will help reduce overall travel costs who cannot take advantage of the weekly rate on offer.</p> <p>Per above request which I have notified council of since inception of early bird rates at Empress lane. Simple analysis of car parks usage will see uptake spike after 7.30am. Prior to this time the car park is empty. So people want to take advantage of the lower fee, the timeframe is not convenient for city travellers.</p>	D25/171758	27/05/2025	YourSay	Public	Business & Corporate Services	Where early bird parking rates apply the entry/exit times have been applied according to market requirements across council commercial parking facilities. Council frequently assesses parking fees and usage rates. No changes proposed in 25/26 fees and charges.
DPOP	Fees and Charges - Library	82	82.01	<p>The increase in cost of hire is not justifiable. don't increase the cost, the increase is so substantial over last 2-3 years that for most people it is out of reach and then resources remain unutilised.</p>	D25/171758	28/05/2025	YourSay	Public	Community & Culture	Georges River Libraries provide a range of meeting room sizes and price points including free to access small group study rooms and large shared study spaces. The library offers exclusive use of small, medium and large rooms at a cost that varies based on size. Production spaces such as the Hurstville Library Media Lab, Sound Booth and the Beverly Hills Creative Studio have commercial rates and significantly subsidised charges for non-commercial use. Council's venue hire grant program provides full or partial subsidy of the cost of hire for eligible community organisations.
DPOP	Fees and Charges - Poulton Park Hire	83	83.01	<p>Poulton Park has both a full size Synthetic and a Midi Synthetic field. When you hire the field are you getting both fields or you only hire one field, with each field is charged at the same rate?</p>	D25/171758	28/05/2025	YourSay	Public	Community & Culture	Poulton Park has 2 separate sections for hire, being the full size synthetic field or mid size synthetic field. The hire fees are applicable per each section hired.
DPOP	Fees and Charges - Hall Hire	84	84.01	<p>Council should be considerate and ensure that there is fair and equitable access to using the community halls for the local residents at reasonable cost as they are the rate payers and their rates contribute to council owned halls . \$65.00 is not reasonable should be reduced to \$50.00 per hour week days and \$55.00 per hour for weekends.</p>	D25/171758	28/05/2025	YourSay	Public	Community & Culture	Council considered the condition and utilisation of community venues for hire, and has reduced the 25/26 fees on some venues to make them more affordable and accessible by the community .
DPOP	Fees and Charges - Seasonal Sportsfield Hire	85	85.01	<p>14% increase in fees for the 25/26 financial year How can you substantiate that large increase</p>	D25/171758	28/05/2025	YourSay	Public	Community & Culture	Council has introduced a tiered classification for sports fields in the Sports Ground Access Policy .25/26 fees and charges for sports fields have been set considering the sports field tier and utilisation, and benchmarking with other NSW councils. A new Tier 3 natural turf seasonal fee , for seasonal use to 2 days per week, has been introduced to support smaller sporting organisations or competitions.
DPOP	Fees and Charges - Hall Hire	86	86.01	<p>As the documents presented for comment do not apply to the ..... Non for Profit Organisation and our aim is to foster music culture within the St George District and have done so over a period of 104 years by holding the annual St George Instrumental Eisteddfod Inc. in the Kogarah School of Arts. This year we have 1276 candidates competing and would appreciate financial assistance from the Georges River Council rather than having to pay a hiring fee for use of the Kogarah School of Arts for such an event.</p>	D25/171758	29/05/2025	YourSay	Public	Community & Culture	As a non-profit, your organisation may be eligible for funding under Council's grants and donations programs. Kogarah School of Arts is a venue available under Council's Venue Hire Grants program. Applications must be received at least 8 weeks before the first hire date. More information is available on the Grants and Sponsorship webpage: <a href="https://www.georgesriver.nsw.gov.au/Community/Grants-and-Sponsorship">https://www.georgesriver.nsw.gov.au/Community/Grants-and-Sponsorship</a>
DPOP	Fees and Charges - Hurstville Museum and Gallery	87	87.01	<p>Accept increase in new fees &amp; charges for Hurstville Museum &amp; Gallery</p>	D25/171758	30/05/2025	YourSay	Public	Community & Culture	Noted.

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

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DPOP	Todd Park Sports Amenities and Sportsfield	88	88.01	As a parent from the local community and been using todd park for the last 20 years, we desperately need an upgrade on the facility there especially the changing room, the toilets canteen, and also the sporting field the actual ground itself. It needs a major upgrade.	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	<p>The design of the Todd Park Sporting Amenities is in progress as part of the adopted 2024/25 capital works program, with construction anticipated in future financial years in the draft four-year capital works program.</p> <p>The scope of the design included a facility that supports and develops community level sporting participants, while providing services and facilities necessary for state and national level sporting utilisation to recognise the regionally significant Todd Park, and to ensure the facility is suitably future-proofed. This includes 4x universally inclusive changerooms, clubroom, canteen, public amenities and storage for multiple user groups.</p>
DPOP	Todd Park Sports Amenities and Sportsfield	89	89.01	I would like to see better changing sheds for girls, we need to have private spaces, playing fields need to be upgraded to to accommodate all sports	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities	90	90.01	I support the development of Todd Park as the facilities will benefit the progress of the local club providing better facilities to accommodate players officials and community members. Promote development opportunities in the council area more on social media.	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities	91	91.01	<p>Upgrading Todd Park is about more than just new buildings—it's about giving local kids, families, and the community a place they can be proud of. The Kogarah Cougars have been a part of the St George community for nearly 30 years, supporting over 1,100 young players, from four-year-olds just starting out to older teens chasing their rugby league dreams.</p> <p>Right now, the club is run out of a shipping container. There are no proper change rooms, no real space for team meetings or storage, and nowhere for the growing number of girls to get ready safely and comfortably. With more girls than ever joining the game, that needs to change.</p> <p>Todd Park is more than just a sports ground—it's where kids learn teamwork, confidence, and resilience. It's where friendships are formed and families come together every weekend. By upgrading the facilities, we're not just building for today—we're creating a space that will support the next generation of athletes and community members.</p> <p>With strong backing from both state and federal governments, now is the time to invest. A better Todd Park means a stronger, healthier, more connected community for everyone in St George.</p>	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sportsfield	92	92.01	I believe that this project is way over due and is going to give the kids a better field to play on and give coaching staff a more and comfortable place to train our young up and coming stars!!	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities and Sportsfield	93	93.01	Kogarah cougars needs better facilities for girls and boys such as changing rooms for girls as they cannot get changed down there at all and a better playing surface for the kids	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities and Sportsfield	94	94.01	Kogarah cougars need better facilities for boys and girls and a better playing surface as it's a hazard	D25/171758	1/06/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities	95	95.01	I am writing to you as a Georges River resident and parent of children who use the facilities at Todd Park 3 x per week. Kogarah Cougars clubhouse is in desperate need of a complete overhaul. The bathroom facilities are lacking and insufficient. There is no changing room for the kids to retreat to before and after junior rugby league matches. The canteen facilities are outdated and lack modern utilities and storage. This Park and community club has long been promised an upgrade and it is continually pushed back which has a negative affect on the clubs ability to retain participants and entice new members to join. Upgrades would ensure the sustainability of Kogarah Cougars as a community asset. Please help us continue to function and reach our full potential by upgrading these facilities as soon as possible.	D25/171758	1/06/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sportsfield	96	96.01	Todd park needs to be upgraded due to non even surface, muddy wet areas in the park	D25/171758	1/06/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01

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## [Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Art and Culture	97	97.01	There does not appear to be any plan for supporting and promoting Arts and Culture in our area. There needs to be grants for artists to create and present work, free/accessible rehearsal space and council-supported presentation opportunities for local artists and cultural groups.	D25/171758	1/06/2025	YourSay	Public	Community & Culture	Council's commitment to Arts and Culture are contained in the Create Georges River Cultural Strategy. Council delivers a diverse range of regular programs at libraries and at the Hurstville Museum and Gallery to support artists and creatives throughout the year. Regular public art commissions and the annual Un[contained] Art Festival provide paid opportunities for local and emerging artists to explore their art practices. Council's 'Beverly Hills Creative Studio' provides a flexible space designed for artists and Council's venue hire grant program provides full or partial subsidy of the cost of hire for eligible community organisations.
DPOP	Cycleways	97	97.02	The area also needs better connectivity of cycleways, particularly as Bayside now has such great coverage. It should be much easier for residents to safely cycle to the train stations.	D25/171758	1/06/2025	YourSay	Public	Assets & Infrastructure	Noted, priority is currently traffic studies and investigations, where active transport can be incorporated it will form part of the investigation.
DPOP	Todd Park Sports Amenities and Sportsfield	98	98.01	Kogarah cougars need a new facility, canteen, sheds for girls, and upgraded on the playing fields	D25/171758	1/06/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities	99	99.01	A request to upgrade the facilities at Todd Park Blakehurst with change rooms and better toilet facilities. This park is used by the local schools and many sporting events.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Todd Park Sports Amenities	100	100.01	Upgrade Todd park with changing rooms toilets more benches	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
DPOP	Fees and Charges - Library	101	101.01	- P.g. 55 Processing fee for lost or damaged collection items (per item). The fee of \$21 is extremely high in comparison to other public libraries. Ku-ring-gai Library for example has no processing fee, only the cost of the item is paid which is received favorably by customers. At GRC Libraries, this \$21 fee is added to the cost of the damaged item which can make this cost very high. When the item is a small children's book worth \$10, the customer will be paying \$31 which doesn't seem fair. Having no processing fee is the ideal customer friendly solution as customers will then pay only the cost of the lost/damaged item.  - Photocopying, printing and scanning. The printing costs at GRC Libraries are unreasonably high compared to other public libraries around Sydney. For example 35 cents per BW A4 copy compared to 20 cents at many libraries. When customers are printing many pages, this amounts to a very high charge for printing at a community facility. Additionally, most public libraries don't have a scanning charge. Having a scanning fee doesn't match the industry standard for this service. Especially considering there is currently no scan to email option which inconveniences customers as they need to bring/buy a USB.	D25/171758	2/05/2025	YourSay	Public	Community & Culture	The processing fee represents the cost of the additional materials required to make a replacement item ready for borrowing, including covers, stickers, RFID tags and catalogue records. The charge only applies to items that have been lost or damaged while on loan. The cost of copy, print and scanning is to partially offset the material and service costs for the machines and related systems. The 'scan to email' service is not currently provided to ensure a secure network environment for customers, and your feedback on this preference has been noted.
DPOP	Lime Kiln Bay	102	102.01	1. Lime Kiln Bay Water Sensitive Urban Design (WSUD) Implementation. The unacceptable state of the 25-year-old Lime Kiln Bay wetland, a vital ecological component of the Georges River catchment, necessitates urgent and decisive action. Its current inability to effectively manage pollutant levels and the increased stormwater runoff is a severe environmental issue. The completed WSUD redesign, including the critical gross pollutant trap, should be funded as a top priority in the 2025/26 budget, or through State Government grant funding. Continued degradation of this wetland, evidenced by community concerns over 'putrid' sediment, offensive odours, and its severely diminished habitat value directly impacts the health of the Georges River. This project is paramount for improving water quality, protecting aquatic biodiversity, and enhancing the recreational value of our waterways.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 1.01
DPOP	Synthetic turf microplastic mitigation	102	102.02	2. Measures to Prevent Microplastics from Synthetic Turf entering Aquatic Ecosystems. The growing threat of microplastic pollution to our valuable aquatic ecosystems and human health requires urgent preventative action. Council should adopt the scientifically sound 'Precautionary Principle' and allocate funds for the implementation of sound preventative measures, such as kerbing or bunding, effective filtration systems, and regular monitoring protocols, to contain microplastics shedding from synthetic turf installations. These measures are needed to protect our environment from this pervasive and persistent pollutant.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 1.02

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DPOP	Tree Canopy	102	102.03	3. Tree Canopy Improvement Projects. Achieving the ambitious yet crucial 40% tree canopy target requires a fully funded, well planned strategy. This strategy should actively promote robust tree planting and retention on both public and private land. Council could establish a goal of at least 2% increase in tree canopy each year for the next 10 years, coupled with substantial incentives and education for private landowners to protect and expand their tree cover. This will be an investment in our community's climate resilience, public health and aesthetics	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 1.04
DPOP	Environmental Levy	102	102.04	4. Environmental Levy Community Consultation. I suggest that Council initiates a comprehensive and transparent community consultation process for the implementation of a dedicated Environmental Levy. The proven success of this mechanism in environmentally progressive councils like Manly, Randwick, and Ku-Ring-Gai in funding crucial biodiversity protection, emission reduction, and water quality improvements cannot be ignored. An Environmental Levy is the most effective and equitable means to ensure the robust implementation of Council's own visionary Environmental Resilience Action Plan 2022-2040 and to adequately fund numerous essential environmental projects currently under-resourced, as well as vital new initiatives like FOGO (Food Organics and Garden Organics) and comprehensive bushland regeneration.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 1.08
DPOP	Emissions Reduction - Carbon Offsets	102	102.05	5. Shift from Carbon Offset Purchasing to Direct Emission Reduction. The practice of purchasing carbon offsets, widely recognized by leading climate scientists and environmental economists as an ineffective "license to pollute" and a form of greenwashing, should cease. Council should instead reallocate these funds and commit significant new investments towards direct carbon emission reduction measures within its operations and investments in low-carbon infrastructure across the LGA. Council should lead by example in our transition to a truly sustainable, decarbonised future.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 1.06
DPOP	Stormwater Improvements	102	102.06	Stormwater Improvement Works Program: Investing in a comprehensive and adequately funded Stormwater Improvement Works Program is critical to reduce the unacceptable levels of diffuse pollution (sediment, nutrients, heavy metals, litter) entering our waterways, protect fragile aquatic ecosystems, and improve overall water quality for both human and ecological health	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	per item 50.06
DPOP	Oatley Park Bushcare Officer	102	102.07	Oatley Park Bushcare Officer: The long-term health, ecological integrity, and preservation of the invaluable Oatley Park – a significant biodiversity hotspot and critical urban green space – demands the immediate allocation of sufficient funds for a permanent, dedicated Bushcare Officer. This is about a necessary investment to protect its unique biodiversity and ensure its resilience for current and future generations.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	per item 1.07
DPOP	Feral Animal Control	102	102.08	Feral Animal Control – Fox and Cat Control: Robust and adequately funded control programs, informed by ecological best practices, are essential to mitigate the devastating impact of foxes and feral cats on our native wildlife and protect critically important local biodiversity	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 50.08
DPOP	Oatley Park Security Measures	102	102.09	Oatley Park Security Measures: Enhanced security measures are necessary to protect the valuable natural assets and community infrastructure within Oatley Park from vandalism and degradation.	D25/171758	2/05/2025	YourSay	Public	Assets & Infrastructure	Per item 50.10
CSP	Road Rehabilitation Program	103	103.01	We live in Kyle Bay and the road in many parts of Terry Street & Kyle Parade is third world in standard with numerous and badly patched pot holes, especially on Kyle Parade on the way to Connells Point - there needs to be a new quality road laid. The Terry Street section from King George's Road is new and perfect (thanks!) but that needs to be continued to Kyle Parade and around to Connells Point.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Connells Point Rd and Terry Street are included in the draft program
CSP	Beverly Hills Master Plan	104	104.01	Beverly Hills Priority Development Request Related Plan Sections: Pillar 3 – Our Economy (pp. 37–39), Pillar 4 – Our Built Environment (pp. 40–42), and Community Vision Statement (p. 7) As a long-standing resident and active community contributor, I'm submitting feedback on the Draft Community Strategic Plan 2025–2035. While the Plan captures many exciting aspirations, I'd like to see serious commitment and follow-through for the Beverly Hills area, specifically: 1. Beverly Hills Town Centre – Master Plan Needed (and Delivered!) 2. Referenced in Pillar 3: Our Economy – p. 38 The Plan states a goal to "activate town centres" and "support local businesses," yet Beverly Hills is not mentioned among those targeted. This area has seen substantial population and property growth, with homes now averaging \$3.2 million. A dedicated, staged Town Centre Master Plan for Beverly Hills must be prioritised to support its transformation into a vibrant, walkable economic hub. This aligns with Council's stated aim to ensure "local centres are clean, attractive and safe" (p. 38).	D25/171758	5/05/2025	YourSay	Public	Environment & Planning	A Beverly Hills Local Centre Master Plan is under preparation. However the change from transporting ethane to natural gas in the pipeline along the railway line reduces the pipeline's risk profile and the potential limitation on land uses - but we do not know to what extent. Council has reengaged the risk consultant who prepared the 2024 Risk Report to reassess the risk and to advise on the appropriate land use controls based on the new risk profile. The updated Risk Report for the entire pipeline is expected by the end of August 2025.  In the interim, Council has requested its consultant finalising the Beverly Hills Local Centre Master Plan and supporting documents to pause further work until the updated Risk Assessment is received and considered. Following the finalisation of the Risk Report, a further report will be prepared for the consideration by the Environment and Planning Committee/Council, outlining the proposed next steps for the Beverly Hills Local Centre Master Plan.

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CSP	Beverly Hills Park	105	105.01	2. Beverly Hills Park – Urgent Upgrade Required Referenced in Pillar 4: Our Built Environment – p. 41 The Plan mentions the importance of managing and improving public parks and recreation spaces. Beverly Hills Park is heavily underinvested compared to the area's growth and gentrification. It needs modernised play spaces, fitness equipment, shaded areas, and toilets to support families and the ageing population. This aligns with the strategy to "plan, maintain and manage public parks... to provide diverse active and passive recreation options" (p. 41).	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Bridgeview playground in Beverly Hills to be renewed 25/26
CSP	Beverly Hills Footpaths	106	106.01	3. Footpaths and Walkways – We're Walking on Grass or Roads! Referenced in Pillar 4: Our Built Environment – p. 41 There are no proper footpaths along Beverly Hills Park or nearby streets, creating major safety and accessibility issues. Families with prams, elderly residents, and those with mobility needs are forced to walk on grass verges or roads. This is inconsistent with the Council's commitment to "improve safe and connected roads, footpaths and cycleways" (p. 41) and should be addressed urgently.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Currently there are no renewals of footpaths in Beverly Hills. Renewals are based on condition data. A new round of condition data was collected in 24/25 which will inform 26/27 – 28/29 programs.
CSP	Beverly Hills General Infrastructure	107	107.01	4. Growth Without Infrastructure = Planning Failure Community Vision Statement – p. 7   Built Environment Overview – p. 40 Beverly Hills is a high-growth suburb experiencing major demographic and property shifts. The Plan recognises the need to "support a growing population" (p. 40) and ensure housing and public space development aligns with growth. However, Beverly Hills is not identified for any infrastructure upgrades. Real-time planning and budget allocation are required now — not hypothetically by 2035.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	Bridgeview playground in Beverly Hills to be renewed 25/26. Council is exploring a new footpath connection along Junction Road, adjacent to Austin Avenue Reserve.
CSP	Reporting	108	108.01	see page 34, mention of floodplains Very difficult to know what steps have been taken in the previous strategic plan to address floodplains and improvements to the waterways As a whole the document tries to be very positive, as though much has been achieved. But no mention of progress Just mentioning a topic does not ensure that GRC is addressing the matter. For example, back in 2019, the community had expressed a desire for more open spaces. In North Kogarah, the current emphasis is on reducing the available open space in Hogben Park by selecting/excluding open space for off-lease dogs. The sports field opposite Kogarah High School is very restricted to the community.	D25/171758	5/05/2025	YourSay	Public	Office of the General Manager	Specific actions are identified in the Delivery Program and Operational Plan. Progress of these actions are reported bi-annually, in the Delivery Program and Operational Plan Progress Report and the Annual Report.
CSP	Traffic Studies Request	109	109.01	Traffic management has been overlooked in my precinct of penshurst too much traffic is bypassing the state road using residential streets at the cost of the residential community due to the insufficient investment in state roads. Traffic management has been overlooked again 6 dead in the last 18 months has had little attention, the pool and sports fields get too much resources.	D25/171758	5/05/2025	YourSay	Public	Assets & Infrastructure	noted
CSP	Footpaths	110	110.01	Pillar 4 Built Environment p. 42 Hi GRC, thank you for sharing this plan. Sharing feedback that the satisfaction metric goals are too low - 2.63 for footpath condition is a failing mark out of 5. Condition of footpaths is critical for safety, accessibility, and aesthetics. For example as a pedestrian Forest Road in Hurstville CBD is very dangerous due to all the damage from cars mounting the kerb - I can't imagine how an elderly person or disabled person would feel. I understand that these targets are probably based on results from previous years, but I would have hoped to see more ambitious goals. Especially because the goals in other pillars were quite proactive and positive which was great to see. It took a while to get to the "content" - a lot of surface level material at the start. But overall very pleased with the goals and keen to see more local initiatives to achieve them	D25/171758	7/05/2025	YourSay	Public	Assets & Infrastructure	5 is worst condition 1 is best - 2.63 is considered good



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CSP	Beverly Hills General Infrastructure	111	111.01	<p>In 2019–2020, Beverly Hills residents were invited by Georges River Council to take part in co-designing a revitalised Town Centre as part of a long-awaited Master Plan. This was widely publicised and created real community momentum — as noted in the article “Community invited to help design the future Beverly Hills town centre” (St George Leader, August 2020)</p> <p>Since then, nothing has been delivered. The Council reopened consultation in 2023 with an updated draft (see: “Urgency to progress new draft Beverly Hills Master Plan” source) — but again, it stalled. It’s disappointing and undermines public trust when strategies are promoted but never actioned.</p> <p>The Community Strategic Plan 2025–2035 should honour that original commitment. It’s time to finish what was started and formally include Beverly Hills Town Centre in the Delivery Program, backed with budget, timeframes and accountability. The community showed up — now Council needs to follow through. The document is well-structured and visually appealing, and the five-pillar format makes it easier to follow. However, there’s a lot of broad language and buzzwords that sound great but don’t always translate into real-world action. It would be more useful if there were suburb-specific commitments, clearer timelines, and actual delivery schedules — not just goals and visions.</p> <p>Also, for residents trying to check if their suburb (like Beverly Hills) is included, it’s not easy to tell what’s planned where unless you already know how to navigate council jargon. A suburb index or area-specific action table would make it way more accessible.</p> <p>Beverly Hills has been completely left behind, and that needs to change.</p> <p>The strategy talks a lot about equitable infrastructure, vibrant town centres, and supporting population growth — but there’s no clear commitment to Beverly Hills, despite its rapid development and rising property values.</p>	D25/171758	8/05/2025	YourSay	Public	Environment & Planning	Per item 104.01
CSP	Beverly Hills Master Plan	112	112.01	<p>Yes – my feedback relates to multiple key sections of the Draft Community Strategic Plan 2025–2035, and the glaring absence of Beverly Hills across ALL of them.</p> <p>Specifically:</p> <p>Pillar 3: Our Economy (pp. 37–39) – This section highlights the importance of local centres, vibrant town hubs, economic renewal, and strategic urban planning. Yet Beverly Hills — a designated B2 Local Centre undergoing a formal Master Plan process since 2018 — is not mentioned at all.</p> <p>Pillar 4: Our Built Environment (pp. 40–42) – This outlines how Council plans to support a growing population with improved infrastructure, transport access, open space, and housing diversity. Beverly Hills faces all of these challenges, plus flood risk and pipeline hazards, yet is again completely omitted.</p> <p>Supporting Strategies &amp; Plans (pp. 21–23) – There is no reference to the in-progress Beverly Hills Town Centre Master Plan, despite the fact that Council has spent over \$200,000, engaged external consultants, and completed detailed studies on flooding, infrastructure, gas pipeline risk, affordable housing, and urban renewal. The work exists — it’s even publicly documented on Council’s own site — yet it’s excluded from this Plan.</p> <p>The layout was clean and the structure made sense, but it felt like there was a lot of broad language and not enough suburb-specific detail. It was easy to skim, but hard to find meaningful information that actually reflects local issues — especially since suburbs like Beverly Hills weren’t mentioned at all.</p> <p>Community Vision Statement (p. 7) – The vision speaks of equity, sustainability, growth, and connectedness, but fails to acknowledge an entire suburb that has been heavily involved in community consultation and continues to be directly affected by development pressure and infrastructure gaps.</p> <p>Beverly Hills is not a suburb waiting to be consulted — it’s a suburb that Council has already made commitments to. For this Plan to be genuine, credible and future-proof, Beverly Hills must be clearly acknowledged and incorporated in the final version.</p> <p>Council started this process with the community in 2018. It’s now 2025 — finish what you started!!!</p> <p>You’ve missed the opportunity to reflect five years of community engagement, planning work, and budgeted investment into the Beverly Hills Town Centre Master Plan. Despite this being a designated Local Centre with known infrastructure gaps, flooding issues, and public transport access — there is not a single mention of Beverly Hills in this 10-year strategy. Not in Pillar 3. Not in Pillar 4. Not even in the list of current or future planning areas.</p> <p>This isn’t a case of needing “more consultation” — it’s a case of Council starting something, involving residents and stakeholders, spending over \$200,000, and then going silent. That undermines public trust and contradicts the values of transparency, accountability and equitable development that this strategy claims to</p>	D25/171758	8/05/2025	YourSay	Public	Environment & Planning	Per item 104.01

## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

## [Appendix 7] Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
CSP	Beverly Hills General Infrastructure	113	113.01	<p>Yes — I'm specifically commenting on the lack of inclusion for Beverly Hills in the Community Strategic Plan. As a resident of over 40 years, it's extremely disappointing to see no mention of our suburb, especially after years of promised revitalisation.</p> <p>As someone who has lived in Beverly Hills for over 40 years, I find it deeply disrespectful and frustrating to see Council promote revitalisation projects for other areas, like Mortdale, while continuing to ignore a community that was promised investment and upgrades years ago.</p> <p>Beverly Hills was publicly earmarked for rejuvenation, and we've now waited over six years for action. The fact that it's not mentioned at all in the current strategic planning — and that resources are instead being channelled elsewhere — shows a clear failure to honour past commitments.</p> <p>This pattern of broken promises damages community trust. We expect better from our local government. Yes, the document was easy to read — but the content was disappointing due to the complete exclusion of Beverly Hills.</p> <p>Meanwhile... Beverly Hills waits... again.</p> <p>It's disappointing — and honestly, disrespectful — to see Council pushing forward with revitalisation plans for other areas like Mortdale when Beverly Hills has been promised rejuvenation for over 6 years.</p> <p>Let's not forget:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> We participated in workshops</li> <li><input type="checkbox"/> Gave feedback</li> <li><input type="checkbox"/> Watched over \$200K in planning go into the Beverly Hills Master Plan</li> </ul> <p>... and yet we're still invisible in the Community Strategic Plan 2025–2035.</p> <p>This isn't just a delay — it's a broken promise. It's a clear sign that Council cannot be trusted to follow through on the commitments made to our community.</p> <p>Beverly Hills was promised revitalisation. Where is it?</p> <p>Enough with the token consultation — we want action.</p>	D25/171758	8/05/2025	YourSay	Public	Environment & Planning	Per item 104.01
CSP	Racism	114	114.01	<p>Our community</p> <p>Community, schools, colleges, work places, government etc should work together to handle and reduce discrimination, Hate speech, through details plan, education, events, massive campaign. Our community leaders, faith leaders, government, etc should provide e-learning about eliminating racism, hate speech....</p>	D25/171758	10/05/2025	YourSay	Public	Community & Culture	Social cohesion is one of Council's identified strategic risks. Social cohesion erosion and the growing socio-economic gap negatively impact social stability, individual well-being, and economic productivity. Council has a number of plans, strategies and campaigns in place to mitigate this risk, including the Social Justice Charter Plan and the Better Together anti-racism campaign. These initiatives seek to raise awareness of discrimination, connect community members with partner organisations, celebrate diversity and build bystander skills and knowledge.
CSP	Volunteering	114	114.02	<p>You should give a work chance not only to disability, young fella but also to mature/adult over 50yrs from CALD background to work. For instance give them a training the work as a volunteer (but you paid no tax) to visit &amp; accompanied elderly people (say above 60 yrs old) who lives in Georges River area. So it can boost their self esteem, confident, feel rewarded, reduce unemployment rate</p>	D25/171758	10/05/2025	YourSay	Public	Community & Culture	<p>Council provides opportunities for volunteering in bushcare, English conversation classes and Justice of the Peace services. For more information, see the Volunteering webpage: <a href="https://www.georgesriver.nsw.gov.au/Council/Volunteering">https://www.georgesriver.nsw.gov.au/Council/Volunteering</a></p> <p>Council also welcomes participation through membership of Advisory Committees: <a href="https://www.georgesriver.nsw.gov.au/Community/Our-Community/Social-Justice">https://www.georgesriver.nsw.gov.au/Community/Our-Community/Social-Justice</a></p>
CSP	Environmental Targets	114	114.03	<p>targets on page 36 are not correct, these should be copied with exact wording from the Environmental Resilience action Plan to ensure they are correctly worded. Emissions and tree canopy coverage targets are not worded correctly.</p>	D25/171758	23/05/2025	YourSay	Public	Office of the General Manager	Where targets also appear in the Environmental Resilience Action Plan, the stated targets align.
CSP	Reporting	114	114.04	<p>The information on page 19 seems to have just been dropped into the document with no introduction, it is unclear why this information is contained in this section of the document - it doesn't have context and is only a small portion of the work council does.</p>	D25/171758	23/05/2025	YourSay	Public	Office of the General Manager	This section has had administrative changes, including a heading for context.
CSP	Mortdale RSL	115	115.01	<p>The continual objections to the extension of Mortdale RSL.</p> <p>The club provides many social activities to the local community and is constantly used for meeting for many groups not only from the local area.</p> <p>There is a very vocal group who seem to have influence with the decisions relating to the area which does not reflect the needs of the older and original residents.</p> <p>There is a real need for the renovation of the club to serve ALL the residents not just the highly vocal few.</p>	D25/171758	23/05/2025	YourSay	Public	Environment & Planning	Not relevant to CSP or DPOP
CSP	Mortdale Parking	115	115.02	<p>There is a real lack of parking near the station with a lot of people going to commute to the city.</p>	D25/171758	23/05/2025	YourSay	Public	Assets & Infrastructure	noted
CSP	Tree Canopy	116	116.01	<p>This applies to several parts of the plan.</p> <p>I would like to see a commitment for every tree or plant removed a replacement of one native tree or plant in the same space. They should be tagged so this can be traced and fines applied.</p>	D25/171758	23/05/2025	YourSay	Public	Environment & Planning	Per item 1.04

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CSP	Development	116	116.02	For every new development there should be at least one full size car park space provided with correct guidance and adherence and a minimum of ratio 1:1 additional parking or visitors parking provided.	D25/171758	23/05/2025	YourSay	Public	Environment & Planning	Not relevant to CSP or DPOP
CSP	Public Transport	116	116.03	The public transport to the city is horrendous and with the increase in residents the same amount of investment needs to be made to enable people to travel to work reasonably. Trains are overcrowded from Mortdale and worse by the time they get to Hurstville and there are always cancellations or services running late.	D25/171758	23/05/2025	YourSay	Public	Office of the General Manager	Public transport including trains and buses is the responsibility of the NSW State Government. Council works closely with State Departments to advocate the needs of local residents.
CSP	Town Centres General	116	116.04	Our shopping precincts need to have more parking and a variety of shops and services should be available.	D25/171758	23/05/2025	YourSay	Public	Environment & Planning	Submission noted.
CSP	Community Services	116	116.05	More community services for our youth and seniors which is accessible and diverse, would be a massive benefit.	D25/171758	23/05/2025	YourSay	Public	Community & Culture	Council delivers initiatives year round to meet the identified needs of the area's priority populations, including the most vulnerable and marginalised groups. These initiatives include events, programs, resources and advocacy. Council also partners with community organisations who are leading service delivery for these populations.
CSP	Development	116	116.06	Enforce green space on all blocks when building and enforce the distance between properties, developers are getting away with murder.	D25/171758	23/05/2025	YourSay	Public	Environment & Planning	Submission noted. Council's LEP and DCP require areas set aside for landscaping and communal open space.
CSP	Tree Canopy	117	117.01	Pillar 2, pages 34 and 36. Page 36 'How we will measure our progress'. 'Local tree canopy'. I would like to know the tree cover NOT including mangroves and NOT including Oatley Park. We desperately need large shade-giving STREET trees. Including mangroves and Oatley Park makes us look better than we are. Page 34 'a commitment to planting new trees and shrubs' should read 'large shade-giving street trees'. Shrubs should be mentioned separately, because they are good for small birds, but they do not provide canopy. Their contribution to adaptation to global overheating is minimal. I am focussed on global overheating. Australians are slow on mitigation and slow on adaptation. Planting large shade-giving street trees is part of adaptation.	D25/171758	23/05/2025	YourSay	Public	Environment & Planning	Per item 1.04
CSP	Rates	118	118.01	Economics With the Federal and state governments increasing the charges on electricity/gas water etc please work within a reasonable budget and don't make it unaffordable to eventually keep a home by raising our rates to above the standard level. Think of your constituents and work within your budget. Make sure you do not overstretch council work within your budget.	D25/171758	30/05/2025	YourSay	Public	Business & Corporate Services	Noted
CSP	Peakhurst Aquatic Facility	119	119.01	Please provide us with a public swimming pool in Peakhurst. Hurstville aquatic is overcrowded and not sufficient	D25/171758	30/05/2025	YourSay	Public	Office of the General Manager	Council has entered into a project agreement with the NSW State Government to build a new pool at Carss Park. This will be the 3rd aquatic facility in the Local Government Area. There are currently no plans for a public pool in Peakhurst.
CSP	Beverly Hills General Infrastructure	120	120.01	Beverly Hills is scarcely mentioned in the 2025-2035 Plan Direct References: Beverly Hills is scarcely mentioned in the 2025-2035 Plan. In fact, the only direct reference found is a passing mention in the introduction, where the Plan lists the suburbs comprising the Georges River area. This occurs in a contextual description of the LGA's geography and population, and includes Beverly Hills among many other suburbs. The Plan explicitly notes that the LGA "includes the suburbs of... Allawah, Beverly Hills, Beverley Park, Blakehurst, ..." Aside from this single inclusion of the name, no other explicit references to "Beverly Hills" appear anywhere in the Plan's text. Town Centre Master Plan: There is no follow-up mention of the long-awaited Beverly Hills Town Centre Master Plan in the Plan. Approximately five years ago, in 2018-2020, Council embarked on a process to revitalize the Beverly Hills shopping strip and town centre – starting with community visioning in 2018 and moving toward a full master plan. The lack of any reference in the Strategic Plan suggests that Beverly Hills' town centre renewal has effectively been omitted or deprioritized in the current vision. Community Growth and Demographics: The Strategic Plan's narrative on community and population trends does not specifically mention Beverly Hills or its changing demographics. The suburb has seen notable changes – for example, an influx of young families and rising property values (the average house price now around \$3.2 million, reflecting a surge in demand). A local school (Regina Coeli Primary) underwent a million redevelopment recently, signaling investment in the area's education facilities. However, none of these developments or the suburb's growth is acknowledged in the Plan. The Plan tends to discuss population growth and housing needs at a broad LGA level. It does not highlight Beverly Hills as a distinct growth area or community of interest – even though Council's own planning proposals have identified Beverly Hills as a site for additional housing (through the master plan). In short, Beverly Hills receives no special recognition in terms of demographic or social planning in the document. Summary of Beverly Hills' Presence: Aside from being listed as one of the many suburbs in the Georges River area (with a minor note that only part of Beverly Hills lies in the LGA), Beverly Hills is effectively absent from the strategic plan's key focus areas. There are no direct plans, projects, or investments named for Beverly Hills in the 2025-2035 vision. This absence is striking given Beverly Hills' active community and needs – it suggests the suburb has been overlooked in this high-level strategy. While the strategy outlines exciting progress in areas like Hurstville, Mortdale, and Kogarah, it fails to include any meaningful mention of Beverly Hills — a growing, high-value suburb that's home to an active and diverse community.	D25/171758	31/05/2025	YourSay	Public	Environment & Planning	Per item 104.01

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CSP	Beverly Hills Park	120	120.02	Park and Playground Upgrades: The Plan does NOT mention Beverly Hills Park or any upgrade plans for parks/playgrounds in Beverly Hills. Despite Beverly Hills Park being a well-used community sporting hub year-round, it is absent from the Plan's list of park improvements or recreational initiatives. Other local parks and facilities in the LGA receive attention in the strategy (for example, upgrades in Carrs Park or Oatley are highlighted in various council plans), but no upgrade or investment is earmarked for Beverly Hills Park in the 2025–2035 Plan (nor is any Beverly Hills playground or open space referenced).	D25/171758	31/05/2025	YourSay	Public	Assets & Infrastructure	Per item 105.01
CSP	Beverly Hills General Infrastructure	121	121.01	Beverly Hills is completely missing from the plan. No mention of the park, master plan, or upgrades despite high use and growth. Include suburb-specific projects, follow-up on past promises, and park equity to ensure BH is not left behind again. ♦ Suburb-by-Suburb Project Transparency – Missing The Plan outlines ambitious goals but fails to break them down suburb-by-suburb. There is no clear mapping of which suburbs will receive what infrastructure upgrades, park improvements, or community projects. <input type="checkbox"/> Beverly Hills is completely left out of any specific commitments — no park upgrades, no streetscape improvements, no transport links, no community services. Meanwhile, suburbs like Mortdale and Hurstville are clearly mentioned and prioritised. No Follow-up on Past Promises – Missing Accountability There is no mention of the Beverly Hills Town Centre Master Plan, which was announced over 5 years ago. The community was consulted, plans were drafted, and then everything stopped. The Plan does not provide any update or explanation. <input type="checkbox"/> It's important the Plan includes a section showing which projects were promised in previous plans and what the delivery status is now. Please ensure Beverly Hills is acknowledged and included in the Delivery Program moving forward. It's a thriving part of the Georges River community and deserves strategic attention. Recreation and Park Investment Equity – Missing Council should conduct a Park and Recreation Equity Audit to ensure upgrades are not just going to high-profile or already well-resourced parks. No Recognition of Suburb Growth and Demographics Beverly Hills is undergoing major transformation — with rising house prices (~\$3.2M), young families moving in, and a multi million upgrade at Regina Coeli Primary School. The Strategic Plan makes no mention of Beverly Hills' demographic or infrastructure needs in response to this growth. <input type="checkbox"/> There should be a section that identifies growing family suburbs and addresses their needs (e.g. safer walkways, new play spaces, better signage and town centre investment). Missed Cultural and Economic Activation in Tier 2 Suburbs The Plan focuses heavily on Hurstville and Kogarah for business and cultural events, but Beverly Hills has a vibrant dining strip and heritage character. It has potential to thrive as a small business and night-time economy hub. <input type="checkbox"/> I recommend a Tier 2 Activation Strategy for lifestyle precincts like Beverly Hills, Penshurst, and Narwee to encourage localised business support and community vibrancy.	D25/171758	31/05/2025	YourSay	Public	Environment & Planning	Per item 104.01
CSP	Beverly Hills Park	122	122.01	A proper upgrade for Beverly Hills Park – It's been decades since anything has changed. My grandkids play there often, but it's old and tired. Other suburbs have had lovely new equipment and walkways – we would love that too. We love Beverly Hills. It has history, charm, and a beautiful community. We just want to see Council show it some love too.	D25/171758	31/05/2025	YourSay	Public	Environment & Planning	Per item 104.01
CSP	Beverly Hills General Infrastructure	123	123.01	I'm honestly disappointed that Beverly Hills wasn't mentioned at all in this strategy. I've lived here for decades, raised my kids here, now my grandkids play here — and yet it's like we don't exist. NO. It difficult to read. But easy to see Beverly Hills being left out again.	D25/171758	31/05/2025	YourSay	Public	Environment & Planning	Per item 104.01
CSP	Beverly Hills Safety	124	124.01	I am very upset. A woman — Thi Kim Tran — was murdered in Beverly Hills, in our own suburb. She was just walking. It was all over the news, on TV everywhere. Since then, I am too scared to go outside alone. I do not feel safe anymore. I am scared. I feel forgotten. No Beverly Hills. You forgotten us.	D25/171758	31/05/2025	YourSay	Public	Community & Culture	Council's Community Safety Education Program aims to help make sure residents of Georges River are safe and feel safe, and is delivered through a combination of resource amplification, online campaigns, and interactive sessions to maximise its impact and reach. Council works closely with the St George Police Area Command to monitor existing and address emerging safety issues.
CSP	Beverly Hills General Infrastructure	125	125.01	I'm referring to the whole document — Beverly Hills isn't mentioned once. Not in parks, not in safety, not in infrastructure or revitalisation. Look, I live on Welfare Street, where a woman was murdered. That shook all of us. It was on the news for days. Since then, I don't let my kids out of my sight. My wife doesn't even walk to the station alone anymore. Yes — you've completely missed Beverly Hills. Not one mention in the whole plan. We've had a murder, ageing parks, no upgrades, and growing safety concerns — yet suburbs like Hurstville and Kogarah get everything. That needs to change.	D25/171758	31/05/2025	YourSay	Public	Community & Culture	Per Item 124.01

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CSP	Todd Park Sports Amenities and Sportsfield	126	126.01	We need better sheds, canteen, playing facilities and seating.	D25/171758	1/06/2025	YourSay	Public	Assets & Infrastructure	Per item 88.01
CSP	Sports Amenities - non specific	127	127.01	Would be great to have change rooms for team sports, thank you for your support.	D25/171758	2/06/2025	YourSay	Public	Assets & Infrastructure	Noted.
CSP	Hurstville War Memorial	128	128.01	Awarded grant under the Community War Memorials Fund grant for restoration of the Hurstville War Memorial , requires a co-contribution from council, Total budget to approve includes operating expenditure and grant income.	D25/180477	4/06/2025	Email	Staff	Assets & Infrastructure	per item 66.11
DPOP	Todd Park Sports Amenities	129	129.01	<p>..... we would like to formally express our strong support for the proposed construction of the new Todd Park Sporting amenities. This important project will not only enhance the community's access to modern, inclusive sporting facilities across several sports but will also serve as a key driver for the continued growth of grassroots sport in the region.</p> <p>However, the current facilities at Todd Park have become increasingly inadequate to meet the growing demand from our club members and the wider community. The inclusion of two male and two female change rooms, a canteen, public toilets, a referee room, and a community office space at Todd Park represents not just an upgrade in infrastructure but a commitment to equity, safety, and accessibility for all members of the community.</p> <p>Full submission is available on the councillor hub.</p>	D25/181239	19/05/2025	Email	Public	Assets & Infrastructure	Per item 88.01
DPOP	Douglas Cross Gardens Oatley	130	130.01	<p>ASS011-25Douglas Cross Gardens Oatley - Repurposing of Fountain Area</p> <p>(a) Council receive and note the options for repurposing the Douglas Cross Gardens Fountain, including cost and feasibility as outlined in this report.</p> <p>(b) Council considers an Operational Budget increase for the 25/26 financial year of \$4,900 to deliver option C, converting the upper fountain pond for additional planting and to install new planting and dry creek in lower pond, as well as an ongoing Operational Budget increase of \$1,000 to support the sites ongoing maintenance.</p> <p>(c) Council officers monitor the existing bicycle parking arrangements at Oatley Station to determine if additional parking infrastructure is required in the future.</p> <p>A&amp;I Committee Report, adopted Council Meeting 24/3/25 - CCL017-25 - Report of the Assets and Infrastructure Committee meeting held on 10 March 2025</p> <p>NOM 018-24</p>	D25/17974 D25/72898	24/03/2025	Council Resolution	Councillor	Assets & Infrastructure	Budget bid deferred.
DPOP	Lime Kiln Bay	131	131.01	<p>I fully concur with the comments on all of the items contained in:</p> <p>(a) Oatley Flora and Fauna Society's submission dated 30th May, 2025, i.e.,</p> <p>1. Lime Kiln Bay Water Sensitive Urban Design Implementation (page 97)</p>	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 1.01
DPOP	Tree Canopy	131	131.02	2. Tree Canopy Improvement projects (pages 92-94)	D25/177003	2/06/2025	Email	Councillor	Environment & Planning	Per item 1.04
DPOP	Environmental levy	131	131.03	3. Environmental Levy Community Consultation (page 92)	D25/177003	2/06/2025	Email	Councillor	Business & Corporate Services	Per item 1.08
DPOP	Emissions Reduction - Carbon Offsets	131	131.04	4. Carbon Offset Purchasing [ENV046-24] (page 91) (I do not support purchasing of offsets)	D25/177003	2/06/2025	Email	Councillor	Environment & Planning	Per item 1.06
DPOP	Synthetic turf microplastic mitigation	131	131.05	5. Measures to Prevent Microplastics from Synthetic Turf: Protecting Aquatic Ecosystems;	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 1.02
DPOP	Penshurst Town Centre Bridge St Green Space	131	131.06	<p>c) Project Penshurst's submission, i.e.,</p> <p>1. Bridge Street Greenspace</p>	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 10.01
DPOP	Penshurst Town Centre Streetscape Enhancements	131	131.07	2. Streetscape Improvements	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 10.02
DPOP	Penshurst Town Centre Public Toilet Renovation	131	131.08	3. Public Toilet Renovation	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 10.03

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DPOP	Penshurst Town Centre Guard Rail for Amenities	131	131.09	4. Guard Rail for Public Amenities	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 10.04
DPOP	Penshurst Town Centre Traffic Study	131	131.10	5. Traffic Study for Penshurst Town Centre. Please note that I am a member of all of the above organisations, though I do not have any pecuniary interests.	D25/177003	2/06/2025	Email	Councillor	Assets & Infrastructure	Per item 10.05
DPOP	Environmental levy	132	132.01	We urge Georges River Council to allocate funds for the Environmental projects detailed below in the 'draft Delivery Program 2025-2029, draft Operational Plan 2025-2026'. <b>1. Environmental Levy (page 92)</b> The Georges River Council (GRC) has stated it, "will work towards the United Nations Sustainable Development Goals" which have been incorporated into Council's Environmental Resilience Action Plan 2022-2040. Many councils across Sydney have successfully introduced environmental levies. For example: Manly, Randwick and Ku-Ring-Gai have long-standing environmental levies which have funded significant work in biodiversity protection, emission reduction, water quality improvement, and community sustainability. In addition councils have been able to work with communities to encourage sustainable practices at the household and local business level, fostering a greater sense of environmental stewardship. Friends of Otley believes that an Environmental Levy would show that the council is serious about its intention to be an environmentally sustainable Council. Such an allocation would ensure Council can implement the actions outlined in the Environmental Resilience Action Plan 2022-2040 which will sustain and improve our wonderfully liveable Local Government Area.	D25/179698	3/06/2025	Email	Public	Business & Corporate Services	Per item 1.08
DPOP	Lime Kiln Bay	132	132.02	<b>2. Lime Kiln Bay (page 97)</b> Lime Kiln Bay wetland put in place in 2000, is in urgent need need of refurbishment. The system is struggling to manage current pollutant levels and increased storm water runoff due to changing climate conditions. We understand a redesign of the wetlands, including the gross pollutant trap, using Water Sensitive Urban Design principles has been completed. Therefore, we urge the Council to prioritise this project and allocate sufficient funds in the 2025/26 budget or seek State Government funding to undertake necessary renovations in 2026.	D25/179698	3/06/2025	Email	Public	Assets & Infrastructure	Per item 1.01
DPOP	Tree Canopy	132	132.03	<b>3. Tree Canopy Improvement projects (pages 92-94)</b> Our members have supported Council's tree planting initiatives in an effort to achieve 40% tree canopy cover by 2038. To achieve this goal, it is imperative GRC has a fully documented tree planting plan. This is especially so to counteract the negative tree canopy impacts of the NSW Government's Low and Mid-Rise Housing Policy. As suggested in point 1 an Environmental Levy could fund the following : 1. Tree Planting to Achieve Council's Tree Canopy Coverage Target 2. Open Space Tree Planting Strategy 3. Tree Replacement Inspection Program 4. Preparation of Flora and Fauna Assessment Report Guidelines 5. Celebratory and Commemorative Tree Giveaway	D25/179698	3/06/2025	Email	Public	Environment & Planning	Per item 1.04
DPOP	Emissions Reduction - Carbon Offsets	132	132.04	<b>4. Carbon Offset Purchasing (page 91)</b> We advocate for the Georges River Council to shift its focus from purchasing carbon offsets to directly reducing carbon emissions. Offsets are ineffective, merely making people think they are doing something when they provide a "license to pollute". This aligns with concerns raised by experts and business leaders regarding the validity and effectiveness of carbon offset schemes. (Professor Andrew MacIntosh, a former chair of key Australian government committees on carbon offsets, Dr Andrew Forrest, the Executive Chairman of Fortescue) Thank you for the opportunity to comment on the draft budget. Our members look forward to a positive outcome	D25/179698	3/06/2025	Email	Public	Environment & Planning	Per item 1.06



## WORKING TOGETHER FOR A BETTER FUTURE - COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM, OPERATIONAL PLAN AND RESOURCING STRATEGY

[Appendix 7]

## Summary Submissions and Officer Responses

Summary of Itemised Submissions and Officer Responses for CSP, Delivery Program and Operational Plan 2025-2026

Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Mortdale Town Centre Beautification	133	133.01	<p>..... urges the Georges River Council to include the beautification of Mortdale to ensure the upgrade feels complete and truly serves the Mortdale Community.</p> <p>Final touches are crucial for transforming the area into a vibrant and welcoming hub.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>•Installing lights on the trees: This will not only enhance safety and visibility during the evenings, making our streets more inviting for residents and visitors alike, but also provide a festive atmosphere, especially with the potential for beautiful Christmas decorations that could draw more people to our local businesses.</li> <li>•Adding wood to the benches: Beyond aesthetics, this improvement will significantly increase comfort for those using the benches, encouraging more people to linger, relax, and enjoy the village centre. Comfortable seating fosters a sense of community and makes the area more accessible and pleasant for everyone.</li> <li>•Extra planting and replacing any dead plants: A thriving green environment is vital for the appeal of Mortdale. More plants will improve air quality, provide natural beauty, and create a more pleasant visual experience. Replacing dead plants promptly ensures the streetscape always looks well-maintained and cared for, reflecting positively on our community.</li> </ul>	D25/179213	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	133	133.02	<p>•Regular street cleaning: A consistently clean and tidy village centre is fundamental to its overall appeal and public health. Regular cleaning will prevent litter accumulation, maintain a pristine appearance, and demonstrate a commitment to a high quality of life in Mortdale, making it a place we can all be proud of.</p> <p>These vital additions would greatly improve the atmosphere, appeal, and functionality of the Mortdale Village Centre, fostering a stronger sense of community pride and encouraging greater local engagement.</p> <p>Thank you for your time and considering these improvements.</p>	D25/179213	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	134	134.01	<p>In addition to my submission on the Draft Georges River Council Delivery Program 2025-2029 and Operational Plan 2025-2026, I also ask that you include the beautification of Mortdale to ensure the recent streetscape upgrade can be considered complete. This will require some final touches such as:</p> <ul style="list-style-type: none"> <li>•Installing lights on the trees (with potential for Christmas decorations) to enhance night-time visibility, safety and aesthetics.</li> <li>•Adding timber to the benches to improve comfort and make the area more pleasant to use.</li> <li>•Additional planting and replacing dead plants to provide shade, thus cooling the area, and making it more attractive.</li> </ul> <p>Including the above in the budget will allow Mortdale village centre to fulfill its potential by improving the atmosphere, appeal and functionality of the area.</p>	D25/179217	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	134	134.02	<p>•Street cleaning is also important and should be carried out on a regular basis for public health and to keep the area attractive.</p> <p>Including the above in the budget will allow Mortdale village centre to fulfill its potential by improving the atmosphere, appeal and functionality of the area.</p>	D25/179217	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	135	135.02	<p>1. Firstly, I would like to propose the installation of under-tree lighting along key areas in Mortdale. Illuminating the trees from below would beautifully highlight their natural features and create an ambient atmosphere in the evenings, encouraging more residents and visitors—especially young people like myself—to spend time here after dark.</p> <p>2. Secondly, the current benches made of stark grey cement could benefit from wooden slats to provide a warmer, more inviting seating option. This simple upgrade would greatly improve the comfort and aesthetic appeal of the public seating.</p> <p>3. Additionally, replacing dead plants and trees with fresh greenery would enhance the vibrancy and liveliness of our streetscape. This, coupled with more frequent street cleaning, would ensure Mortdale remains a pleasant and attractive place for all who visit and live here.</p>	D25/179696	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01

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Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Mortdale Town Centre Beautification	136	136.01	I am writing to urge the Georges River Council to make a dedicated budget provision in the 2025/26 financial year for the beautification and revitalisation of the Mortdale shopping precinct. Key improvements that should be considered include: • Upgraded paving and footpaths Street furniture and shaded seating areas Improved lighting and safety features Increased greenery through planter boxes, garden beds, and tree planting Public art or murals reflecting Mortdale's heritage and cultural diversity Wayfinding signage and cleaner, more visible shopfronts	D25/179704	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Beautification	137	137.01	In order to improve the look and feel of Mortdale Village, could you please consider providing funding for the following work to be completed: 1.Adding timber slats to the concrete seating. The concrete seating (photo attached) cannot be used as it is filthy, too hot to sit on in summer, too cold in winter and too wet after rain. It is so important to have somewhere to sit, especially for the elderly. 2.Installing lights in the trees. 3.Replace dead plants and extra planting along the street.	D25/179705	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	137	137.02	4.Regular street cleaning.	D25/179705	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Mortdale Town Centre Beautification	138	138.01	Residents and ratepayers believed that the Mortdale upgrade included the beautification side at the same time as the paving etc and for it to be fully completed without having to ask for this to be included in another Budget. The artist impression shows exactly the type of finish we were led to believe would occur for the Mortdale Streetscape. These include fairy lighting to the only 2 trees left that are significant enough to have fairy lighting. Finishing off the concrete seat with wooden finish Adding extra seating Extra planting of trees and flowers and replacing dead plants Removing the silver Bollards with ones that do not glare like a laser beam Christmas recognised with worthy decorations that can actually be seen and makes a statement. I feel that if as per the artist impression for Mortdale is not adhered to then we have been completely deceived.  I truly hope that Mortdale is not left in this state and forgotten but is looked after by Council as promised.	D25/180189	4/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Beautification	139	139.01	On behalf of ....., we are writing to express our strong support for several vital improvements in the Mortdale area that we urge be included in the upcoming Georges River Council budget. We ask that you include the beautification of Mortdale to ensure the upgrade feels complete. We kindly ask that consideration be given to the final touches the following projects: • Installing lights on the trees (with potential for Christmas decorations) • Adding wood to the benches • Extra planting and replacing any dead plants	D25/179700	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.01
DPOP	Mortdale Town Centre Cleaning	139	139.02	• Regular street cleaning We genuinely believe that completing the above projects could greatly improve the atmosphere and appeal of the Mortdale Village Centre. We are confident that these investments will stimulate economic activity, increase foot traffic, and enhance the overall vibrancy of the area, benefiting both residents and businesses. We respectfully request that the Council carefully consider these recommendations in the forthcoming budget cycle to help secure a prosperous future for Penshurst.	D25/179700	3/06/2025	Email	Public	Assets & Infrastructure	Per item 21.02
DPOP	Sporting Amenities Upgrade Program and Turf Sporting Renewal Program	140	140.01	Can I please have a formalised list of all Sports Amenities with their condition rating (ie: indicating the ones that have already been upgraded and the condition ratings of those that haven't). I'm interested in the full list please. Not just those earmarked below.  And then against each Sports Amenities that requires upgrading, can you please provide the indication of the year Design will occur and then the year for Construct.  Can I please have a similar list for Sports Field Renovations.	D25/187696	26/05/2025	Email	Councillor	Assets & Infrastructure	Lists provided separately.
DPOP	DA Processing KPIs	141	141.01	Updated KPIs for DAs, arising through service review.	D25/190652	11/06/2025	Email	Staff	Environment & Planning	Amendments have been made to the draft service review that are due to be considered and formalised through internal processes.
DPOP	Beverly Hills Park Sportsfield	142	142.01	That Georges River Council immediately proceeds to adjust the flood lighting at Beverly Hills Park so Soccer players can safely train in the evenings.	D25/190647	14/06/2025	Email	Councillor	Assets & Infrastructure	Per items 7.01 and 66.04

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Feedback Provided For	Sub Topic	Submission #	# (X.XX)	Itemised submission point	Submission CM9 ref	Date received	Submission method	Submitter Category	Directorate	Officer response
DPOP	Beverly Hills Park	143	143.01	That Georges River Council as part of its 2025/26 Budget process, put together a strategy to upgrade the Football Amenities Facilities (Hurstville Minotaurs) at Beverly Hills Park. 1. An immediate plan to modernise the infrastructure at Beverly Hills Park with current standards across Georges River Council Area. The plan must incorporate the following items: a) Female toilets and change rooms; b) Male toilets and change rooms; c) Storage rooms; And d) Canteen facilities 2. A short term solution for storage facilities while new infrastructure is considered. Background Currently, there are no female toilets and change rooms and there are no storage facilities at the Football Amenities Facility. The current male facilities are in a very tired state and are in immediate need of an overhaul. Hurstville Minotaurs need to store their equipment in the current male only toilets.	D25/190645	14/06/2025	Email	Councillor	Assets & Infrastructure	Per item 66.02