

**SPECIAL RATE
VARIATION (SRV)
COMMUNITY
FEEDBACK REPORT**

FEBRUARY 2023

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Executive Summary

Strathfield Council resolved at a meeting of 6 December 2022 to undertake community engagement until 31 January 2023 concerning Council's financial sustainability and consideration of broad special rate variation (SRV) proposals. These comprised a number of elements consisting of:

- proposal to reduce the Domestic Waste Charge (DWC) by \$245 (\$4M total) and increasing a corresponding amount in Council rates.
- Council move from a Base to a Minimum Rating System and establish new rating categories
- Council address cash flow with a loan borrowing program to expedite asset renewal funding.
- Council discontinue the Strathfield Connector Bus service as one of the savings and productivity improvements in the SRV proposal. The engagement for the Connector Review was separately consulted, however comments on the Connector Bus service also featured in some comments on the SRV proposal.
- Council exhibited amendments to the following IPR documents - the Delivery Program 2022-2028, Operational Plan 2022-2023 and Long Term Financial Plan
- that Council apply for a Special Rate Variation.
- that Council proposed two options for the Special Rate Variations, either in one year or across four years. The preferred Council option was for introducing the SRV across four years (Option 2) rather than a SRV increase in one year (Option 1).

To ensure that all stakeholders were aware of these proposals and had the opportunity to provide feedback, Council undertook extensive community engagement with resident households, non-resident ratepayers and businesses, through utilising print, digital, social media and in-person discussions. A wide range of information as well as surveys were available on the online SRV community engagement website at <https://haveyoursay.strathfield.nsw.gov.au/>. Community feedback was mainly obtained from community surveys, submissions and discussions eg community information sessions and popup stalls.

81% of survey respondents stated that they were aware of the SRV proposals and 70% of survey respondents stated they understood the information provided by Council. 84% of survey respondents supported Strathfield Council remaining financially sustainable, now and into the future.

Community feedback clearly supported implementation of a SRV over a multi-year period to reduce the immediate financial impact of the increase. Only 10% supported a one year option. There was general support for changes to the minimum/ad valorem rating system, Domestic Waste Charge, Borrowing program and amendments to the Delivery Program 2022-2026 and Operational Plan 2022-2023.

A minority of survey respondents and submissions supported the proposal to increase rates charges through the SRV. Many commented on how Council should find savings or identify other revenue raising options to improve Council's finances and prioritise delivery of essential services eg area maintenance, waste management, roads, footpaths and local infrastructure etc.

Community feedback raised concerns raised about the financial impact of the SRV increase, particularly in the current economic environment of higher inflation, rising cost of living and interest rates increases. Concerns in particular were raised about the impact on pensioners and low income earners especially those in single residential dwellings, which face significantly higher rate increases than units.

Many owners of houses did not support the SRV increase on owners of single dwelling residential houses and considered it to be inequitable and disproportionately large in comparison to units. They also considered that units should make a larger contribution to local services and infrastructure provided by Council as units represent 67% of all dwellings in the LGA and creating additional demand and use of Council services and infrastructure.

This report provides more detailed information on the engagement process and community feedback. Section 4 provides responses to key issues raised through consultation and Section 5 summarises recommendations to each of the proposals.

1. Introduction

Strathfield Council undertook a community engagement process from December 6 2022 to January 31 2023 regarding Council's financial sustainability and a proposal for a special rate variation (SRV). The engagement process was branded 'Protecting Our Future'.

This report outlines the community engagement process and the key outcomes from these processes. The community engagement process was pursuant to resolutions of Council at the Council meeting of 6 December 2022, which adopted (minute 284/22) the following actions:

1. Adopt the updated Asset Management Policy and Asset Management Strategy.
2. Undertake community consultation on the proposed Special Rate Variation (SRV) options and implementation of minimum rates, including proposed changes to the rating structure and domestic waste management charges (DWMC), as detailed in the report and attachments, from 7 December 2022 to 31 January 2023.
3. Place the updated draft Delivery Program/Operational Plan and Long-Term Financial Plan (LTFP) attached to the report on public exhibition from 7 December 2022 to 31 January 2023.
4. Receive a report on the outcomes and feedback from the community engagement on the proposed SRV and the exhibition of the updated draft Delivery Program/Operational Plan and LTFP at an Extraordinary meeting of Council to be scheduled for 28 February 2023.
5. That the General Manager instruct Council's Chief Financial Officer to look further for the removal of non-essential items and report back to a Councillor Workshop and then to the February 2023 Council Meeting.
6. That all Councillors be provided by email with the community consultation brochure tomorrow.

A further resolution was made at the same meeting to undertake a community engagement program on the review of the Connector Bus Service. The cessation of the Connector Bus Service was identified as a potential cost saving initiative in the SRV proposal.

1. Advise the Community that it is looking to cease the operation of the Strathfield Connector Bus Service as part of a suite of a cost saving initiatives currently under review.
2. Undertake a Community Engagement Program on the proposed cessation of the Strathfield Connector Bus Service.
3. Lobby Transport for NSW to provide improved services for the residents of Homebush and Homebush West, particularly the Courallie Avenue, Telopea and Centenary Park precinct.

In summary, Council undertook the following engagement processes from 6 December 2022 to 31 January 2023 on the following proposals and/or draft plans:

- a) Special Rate Variation (SRV) proposal including proposal to change the rate and funding of the Domestic Waste Charge (DWC)
- b) Strathfield Connector Bus Service Review.

- c) Public exhibition of the amended Integrated Planning and Reporting documents (IPR) including draft Delivery Program 2022-2026, Operational Plan 2022-2023 and Long Term Financial Plan (LTFP)

2. Community Engagement Overview

Council's engagement process promoted awareness and provided opportunities for feedback on Council's financial sustainability and the Special Rate Variation (SRV) proposals. A comprehensive Community Engagement Strategy was prepared (Attachment B) which required Council to extensively engage with its ratepayer, resident and business community.

Council's SRV community engagement was held from 6 December 2022 until 31 January 2023. Council undertook extensive community engagement and provide a large amount of information relating to the SRV proposal. Letter and flyers were directly distributed to resident households, business and non-occupant owners. Information was also available through websites, social media and community engagement meetings. Awareness of the proposal was promoted throughout the LGA with signage on banners in highly visible locations, Council buildings and bus shelters.

Council utilised the following methods to engage with the Strathfield community.

Community Engagement website

Council established an online SRV community engagement website which provide a wide range of information and event information at <https://haveyoursay.strathfield.nsw.gov.au/>. The site could be read in 10 community languages reflecting the most used languages in the Strathfield LGA. The site went live on 6 December 2022. The SRV online Community Engagement website attracted 3,046 views, 1,941 visits and 1,340 visitors.

The site featured a wide range of information that included:

- Summary of SRV
- 'Protecting our Future' information pack (in English, Chinese, Tamil and Korean)
- Detailed background papers
- Frequently Asked Questions (FAQs)
- Access to the Community Survey
- Online registration for engagement events and feedback forms.
- Draft rating classification map
- Information pages – examples of new rates based on land value, community rates examples, condition of Council assets.
- Links to IPR documents including Delivery Program, Long Term Financial Plan, Asset Management Policy and Strategy

Attachment C contains copies of these documents.



Council is undertaking a review of its asset management and funding structure, and we want your feedback.

Have Your Say



STRATHFIELD
COUNCIL

www.strathfield.nsw.gov.au

f @StrathfieldCouncil t @StrathfieldMC i @StrathfieldCouncil

The following information was delivered to the community in print form to resident households and by letter and email to non-resident ratepayers and businesses.

Protecting our Future Information Pack

A four page Ratepayer and Household Information Pack called 'Protecting Our Future' was distributed from 6 December 2022 to all Strathfield LGA ratepayers, businesses and households.

A total of **19,438** packs were distributed to households and businesses. **6,607** letters including this pack were distributed to non-resident ratepayers. **2,229** emails were distributed to online ratepayers.

This flyer set out the proposal changes, SRV options (with estimates of each option over a four year period), rate comparisons with other councils, projected impacts on residential, business and business-industrial rates until 2022-2023 to 2026-2027, information on the minimum rate application and information on the consultation timeline, events and how to 'have your say' with links and QR codes to further information.



Read The Info Booklet

இதை மற்ற மொழிகளில் படியுங்கள் | 다른 언어로 이것을 읽으십시오 | 阅读其他语言版本

-  **Strathfield Council SRV Booklet (English)**
PDF (143 MB)
-  **Strathfield Council SRV Booklet (Chinese Simplified)**
PDF (356.36 KB)
-  **Strathfield Council SRV Booklet (Korean)**
PDF (276.13 KB)
-  **Strathfield Council SRV Booklet (Tamil)**
PDF (309.16 KB)

Letter to residents and ratepayers

A total of 19,000 letters were sent from the Mayor, Cr Matthew Blackmore, to all ratepayers/owners and households in the Strathfield LGA from 9 January 2022.

Copies of the flyers and Mayor's letter are attached in Appendix C

Online SRV Survey

The SRV survey was held online and open from 6 December 2022 until 31 January 2023. Print copies were available on request and completed print surveys were entered into the survey software. Council received **248** completed surveys relating to the SRV proposal.

The survey asked the following questions:

- Name
- Suburb
- Are you a ratepayer to Strathfield Council? ...
- Do you support Strathfield Council remaining financially sustainable?
- Have you received or read information from Strathfield Council about a proposal to apply for a special rate variation to IPART for an increase in general rates above the rate cap?
- If yes, were you able to understand the information provided by Strathfield Council?
- Strathfield Council considered two special rate variation options. 1. The full amount required applied over a single permanent increase or 2. four smaller permanent increases over the next four years (which is Council's preferred option). Which option would you prefer?
- Do you have any comments or suggestion on the proposal to apply for a special rate variation?

Detailed results from the SRV survey are in Appendix A.

Submissions/Online feedback



Leave a
Quick
Comment

Let us know what
you think.

A total of 35 submissions were received, from mail or online.

Of the 35 submissions, 17 submissions were received by hard copy letter or email and 18 submissions were lodged online.

A summary of key comments from submissions is set out in Appendix A.



Send
Feedback by
Mail

Send by post or
email.



Feedback
survey

Take the survey
by 31 January
2023.

Community meetings/PopUp stalls

A total of three (3) information sessions/meetings were notified to all residents. A total of 7 person attended. Two meetings were held at the Strathfield Town Hall and one meeting was held online in the month of December 2022. The meetings were held in a presentation style format. Presentations were made by senior Council staff and consultants Morrison Low through talking through a MS PowerPoint to the participants (refer to Appendix C).

The engagement meeting presentation covered:

- introductions
- how the meetings run and how participants can participate (i.e. ask questions or express views)
- what the meeting is about, the objectives and importantly what it's not about
- what Council's financial sustainability obligations are
- Morrison Low's independent assessment of the situation and causes
- what some of the options and choices are to resolve the problem
- feedback from the participants on the options via Zoom polls
- opportunities for questions from participants
- where to from here – expressing views and next steps.

Council operated four PopUp stalls to encourage members of the community to meet and discuss their views on the SRV proposal with Council staff in person. Four stalls were held over December 2022 and January 2023 at Homebush shops, Strathfield Plaza, Cooke Park Belfield and Strathfield Library. A total 20 persons attended.

The following information was issued to the community in print form to resident households and by letter and email to non-resident ratepayers and businesses.



Have Your Say: Proposed Special Rate Variation

Make sure you have your say on the proposed special rate variation. There's an [online info session](#) tonight, and a [pop up stall at Cooke Park](#) on Saturday. Can't make it? Head to the website for all the info and how you can share your feedback.

[Read More](#)

Issues of e-News

Strathfield Council's E-News, is an email newsletter and is distributed to over **31,000** registered recipients.

2 special SRV editions of e-News, an email newsletter issued by Strathfield Council were published on 7 December 2022 and 29 January 2023.

A Special eNews issued to online ratepayers on 23 December 2023.

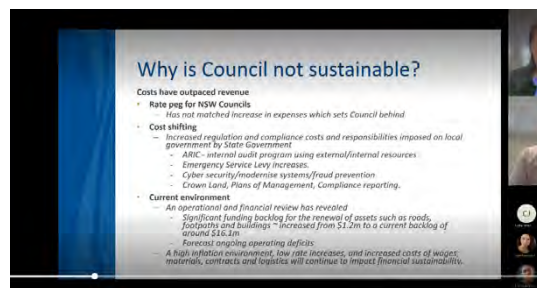
Information and updates on the engagement were issued in the regular issues of e-News on 8, 15, 22 December 2022 and 12, 19 and 23 January 2023.

Social Media

Updates issued on Council's social media including Facebook, Twitter and Instagram. **15** posts were published on Facebook with a total reach of **7,157** and **8,129** impressions. A total of **491** engagements occurred eg likes, comments, shared etc. 10 posts were published on Twitter with 453 impressions and 15 engagements. The average engagement rate was 3.18%. 16 posts were published on Instagram with a reach of 3,194 and 51 engagements. There were 3,512 impressions.

Video Presentations

- A video presentation of outlining the key elements of the SRV consultation was available on Council's Strathfield TV YouTube pages. This received 36 views. https://www.youtube.com/watch?v=S0i8h_CN2PM
- A video of one of the Community Information sessions was loaded onto Strathfield TV YouTube Channel and was made linked from the Council website. There were 26 views of this presentation. <https://www.youtube.com/watch?v=KEuVJigif3s>



Media Releases

- Council issued a media release was issued on 14 December 2022 about the SRV proposal.
<https://www.strathfield.nsw.gov.au/protecting-our-future-proposed-special-rates-variation/>

3. Engagement Outcomes

The aim of the engagement for 'Protecting Our Future' was to provide an opportunity for ratepayers and residents to have their say on the proposed options for a Special Rate Variation (SRV) application to IPART. Council undertook the following engagement processes from 6 December 2022 to 31 January 2023 on the following proposals and/or draft plans:

1. Special Rate Variation (SRV) proposal including proposal to change the rate and funding of the Domestic Waste Charge (DWC)
2. Strathfield Connector Bus Service Review, which was identified as a potential cost saving.
3. Public exhibition of the amended Integrated Planning and Reporting documents (IPR) including draft Delivery Program 2022-2026, Operational Plan 2022-2023 and Long Term Financial Plan (LTFP).

The key proposals that that Council sought feedback included:

1. The proposal that Council apply for a Special Rate Variation.
2. That Council proposed two options for the Special Rate Variations, either in one year or across four years. The preferred Council option was for introducing the SRV across four years (Option 2) rather than a SRV increase in one year (Option 1).
3. The proposal to reduce the Domestic Waste Charge (DWC) by \$245 (\$4M total) and increasing a corresponding amount in Council rates.
4. That Council move from a Base to a Minimum Rating System and establish new rating categories
5. That Council address cash flow with a loan borrowing program to expedite asset renewal funding.
6. That Council discontinue the Strathfield Connector Bus service as one of the savings and productivity improvements in the SRV proposal. The engagement for the Connector Review was separately consulted, however comments on the Connector Bus service also featured in some comments on the SRV proposal.
7. That Council exhibited amendments to the following IPR documents - the Delivery Program 2022-2028, Operational Plan 2022-2023 and Long Term Financial Plan

Key findings from consultation

Awareness of the SRV proposal

Council undertook an extensive community engagement program to ensure that residents, ratepayers (including non-resident) and businesses were informed of the proposals, through distribution of print publications, dedicated web pages, digital, outdoor banners, social and video media. 81% of survey respondents stated that they were aware of the SRV proposals and 70% of survey respondents stated they understood the information provided by Council. To assist the community in understanding the proposals, Council provided information meetings, popup stalls or dealt directly with inquiries for further information.

Financial sustainability

The community were advised that the SRV proposals were intended to address the financial sustainability of Strathfield Council and address funding gaps, especially infrastructure backlogs. The SRV survey asked if they supported Strathfield Council remaining financially sustainable, now and into the future. 84% of survey respondents agreed with this statement.

SRV options/Attitudes to the SRV

Council proposed two options for the SRV, either applying in one-year or over four years. The community survey asked which option was preferred.

56% of survey responses preferred the multi-year option over a one year option. Comments from surveys and submissions indicated that this preference was preferable as it reduced the immediate financial impact on ratepayers with a staged approach.

“The four year option is more viable as it would be easier to cope with financially” (Survey response, 25 January 2023).

“While I understand that council needs to remain viable, the rate payers have also suffered with higher costs. I don’t think increase should be done in one go but over a period of time” (Survey response, 20 January 2023)

“Everything is increasing and our budget is already stretched, so we prefer smaller increments over 4 year period rather than one big hit” (Survey comment 28 December 2022)

10% of survey respondents supported a single year option. The remaining 34% provided open-ended responses, the majority of these responses indicated that they did not support the SRV and expected that Council is more effectively financially managed, focused on delivering on priorities and improved services. Similar comments were made in submissions and in the general comments of the survey.

“The council should not apply for special rates to be levied. The council should operate with the general rate increase” (Survey comment December 12 2022).

“I’m not fully in favour of a rate increase above the CPI. All councils seem to blame previous councils but it is the ratepayers that have to pay the increase. How about some good news for a change” (Survey comment January 15 2023)

“My strong suggestion is not to raise the rates. Stop unnecessary spending on projects that are non- essential services. For example, the community bus. Stop waste of any kind. One other suggestion, for council to be more transparent with the community” (Online submission 12 January 2023)

Two submissions were received oppose the SRV proposals concerning industrial rating and increases. One argued that the increases on industrial properties is unaffordable and the other stated that the large increases in rates will be passed onto commercial tenants.

A minority of survey respondents and submissions supported the SRV proposal. A number of submissions and survey responses did not indicate support or opposition to the SRV proposal but

instead comments on how Council should find savings or identify other revenue raising options to improve Council's finances or to reduce the size of the proposed SRV. These included reducing expenditures on Connector Bus, events, festivals, increasing charges for halls and sportsgrounds, introducing more parking meters etc.

Inequity

There were concerns raised about the inequity of the proposed rate increases between houses and units, with the majority of the increase being levied on owners of houses, not units. The majority of the Strathfield LGA housing are units representing 67% of all LGA dwellings (Census 2021). The LGA has targets for additional unit and population growth. This will inevitably create additional demand and use of Council services and infrastructure.

Many owners of houses did not support the SRV increase on owners of single dwelling residential houses and considered it to be inequitable and disproportionately large in comparison to units. They also considered that units should make a larger contribution to local services and infrastructure provided by Council.

"We agree that the cost of Council services consumed by any particular household is not correlated with the land value of the property. Unimproved land value is inversely proportional to density, yet consumption of Council services does not reduce with density. In fact, all else being equal, a household living in a high density flat dwelling is more likely to consume Council services than a household living in a low density dwelling, due to the lack of space for recreation, exercise and socialising". (Submission January 2023)

"Burden of rate increases is unfairly levied on owners of houses, not units. Owners and occupiers of units are significant users of Council services and assets but contribute little to provision and upkeep compared to houses" (Survey response January 2023).

"It is simply perverse to require one household (in a house) to pay four or six times the minimum rate while another household (in a unit) pays only the minimum rate, when the latter household is likely to consume just as much, or more, Council services. We urge Council to rethink the unreasonable and unfair impact of the SRV on residents". (Submission January 2023)

"The council paperwork trumps that 74% of ratepayers will pay no more than 19.5% after 4 years. This 74% use just as much council infrastructure and services as the remains 26% who will pay up to 76.9%. The method of calculation based on share of land valuation does not work and with the proliferation of unit development an alternative needs to be found" (Survey response January 2023).

"In considering the rate variation, it is important to make sure that items like roadwork, footpath repair, park maintenance, rubbish collection..., things which are used by all residents are paid for equally by all residents. The disparity between apartments and houses has at times been extreme and given my rather modest dwelling has been way above the average rate for years, I can only assume that it still exists.....The apartment residents use all the same facilities and are possibly more likely to use the parks than house residents who have back yards" (Survey response December 2023)

“Council’s flyer say that 74% of ratepayers will have an increase of no more than 19.5%, the hidden detail shows that 26% of ratepayers (i.e. more than 1 quarter) will be paying an increase of 20% to over 100% (i.e. more than double). These amounts are well in excess of inflation and wage rises. With steep increases in interest rates, energy bills, petrol prices and groceries, these proposed steep increases in council rates are not affordable.” (Online submission 12 January 2023)

Change to Rating system

The comments received on the change to Minimum/Ad Valorem generally received comments of support, with submissions arguing that it was a fairer outcome for all ratepayers, better representing the cost of services and infrastructure provided by Council. This issue also related to other comments concerning inequities of the rating system between houses and units.

“We agree that a minimum rate structure is a fairer system” (Submission January 2023).

“The need for flat/apartment/unit dwellers to pay a fair share of the rates is vitally important and any change to the rating structure, e.g. the minimum rate idea must enable that minimum rate to increase, and possibly by a higher percentage than that for landholders, as the minimum rate is the cost of the services provided for all residents, a cost which should be shared equally. (Survey response December 2023)

Changes to DWC

There was little response to the proposal for changes to the Domestic Waste Charge (DWC).

Borrowing Program

There was only one response received that discussed Council undertaking a borrowing program. The response did not support Council borrowing.

Financial impact

There were concerns raised about the impacts of the SRV increase, particularly in the current economic environment of higher inflation, rising cost of living and interest rates increases.

“Given the rise in inflation, interest rates and general costs, it will be helpful if such rises are deferred until the economy stabilizes in Sydney” (Survey response, 8 December 2022).

“I personally will not be able to afford the increase even if you spread it over four year I have 3 kids and cost of living has gone up as well as interest rates. The 19.4% increase that council is asking for is very unreasonable and council clearly haven’t taken families into account” (Survey response, 17 January 2023)

Concerns in particular were raised about the impact on pensioners and low income earners especially those in single residential dwellings, which face significantly higher rate increases than units.

“As a pensioner it would be an extra burden if there is going to be a Special rate variation. The rebate of \$250 per year has remained the same for more than a decade whereas the rates have gone up by more than 50% during the decade” (Online submission 9 December 2022)

“You need to consider low income families how they would cope with the increase rate people do not want lose their homes’ (Survey response, 20 January 2023)

“The Pensioner Rebate should increase by the same percentage as the rates increase” (Survey response, 23 January 2023).

Council's management

Significant amounts of feedback concerned Council's management and financial sustainability. On the SRV Survey over 34% of all comments concerned Council management and similar comments were made in submissions and feedback at community information sessions/popup stalls.

Many expressed shock and surprise about the poor state of Council's finances. Many comments and submissions criticised how Council's resources have been previously managed with many expressing the view that Council needs to find savings and prioritise delivery of essential services eg area maintenance, waste management, roads, footpaths and local infrastructure etc. over non-essential expenditures. 9% of comments in the SRV survey nominated the Connector Bus Service as a service that should cease to reduce Council's expenditures.

“Stop unnecessary spending on projects that are non- essential services. For example, the community bus. Stop waste of any kind”. (Online submission, 12 January 2023)

“Council resources should be dedicated to core business eg area maintenance, infrastructure, waste services etc and not spend money on festivals, events etc. (Submission 8 December 2022)

“Question the claims of poor financial position of Council against previous claims of sustainability. Not all of the LGA is receiving adequate maintenance and general care, better services are needed across the whole LGA”. (Submission 8 December 2022).

“I suggest council finds another way of paying for these mistakes, ratepayers had no idea that council was getting itself into so much debt therefore we shouldn't be held accountable to fix council's mistakes. I hope council will start to think long and hard before agreeing to pay millions of dollars for unnecessary projects and involves ratepayers (at least 70%) before decision making”. (Survey response, 17 January 2023)

Many expressed the view that Council needs to be more efficient and identify savings within their own operations. There were many comments about Council should be more transparent and accountable about its financial situation.

A number of Council operational issues were raised concerning service delivery and condition of infrastructure eg condition of roads, street sweeping, tree pruning etc. Residents consider that delivery of these Council services need to be more effective and expenditures prioritised to justify increased Council rates.

Connector Bus review

The SRV Proposal assumes cost savings from the cessation of the Strathfield Connector Bus Service. A separate consultation was held on the review of the Connector Bus service. Comments about the Bus service were also received in the SRV consultation, with the majority supporting ceasing the service mainly as a cost saving.

The separate consultation for the Connector Bus review attracted over 1100 completed surveys. 52% stated there would be no impact if the service stopped, while 44% stated they would be impacted. Analysis of feedback indicates that it was likely there were unmet transport needs in the LGA in specific locations and/or vulnerable demographic groups. Council proposes investigating transport alternatives to meet specific community needs with reduced operating costs and in the medium term transitioning from operating the Connector Bus as general transport service. 9% of comments on the SRV survey raised the Connector Service with all but one supporting the cessation of the bus service, mainly due to its cost.

IPR amended plans

Council received no submissions related to notified amendments to the IPR documents including Delivery Program/Operational Plan and Long Term Financial Plan.

4. Council's Response

Due to the large volume and variety of content contained in community feedback, the key issues raised are grouped into themes and addressed below.

Theme	Summary of theme/example of comment	Council's response
Affordability	Impact of SRV increase on pensioners and low income earners and the amount of pensioner rebates Community capacity to afford increases due to poor economic conditions eg impact of COVID, high inflation and interest rate increases	Council has set out its response to affordability in its Community Financial Capacity Report. It is acknowledged that the current economic conditions such as interest rate increases may affect ratepayers at an individual level, depending on factors such as income and size of mortgage and interest rate repayments. Council has adopted a Hardship Policy which sets out how Council can assist ratepayers who are experiencing difficulties in paying rates on time. Council will continue to provide pensioner subsidies for Council rates, Domestic Waste Charge and Stormwater Charge.
Connector Bus	Cost and demand for the Connector Bus service.	The SRV Proposal assumes cost savings from the cessation of the Strathfield Connector Bus Service as demand for the service appears to be limited based on low passengers numbers and also community feedback. The majority of comments received in the SRV consultation supported the cessation of the service.

Theme	Summary of theme/example of comment	Council's response
		<p>However, a separate consultation on the Connector service identified limited but specific areas of demand from key user groups of the service. As a result, Council proposes reducing bus services and its operating costs and transitioning the bus from being a general transport service. Council will further investigate transport alternatives to meet specific community needs as well as advocate to the NSW Government to provide transport services in any areas of the LGA without public transport.</p>
Financial management of Council	<p>Past financial performance of previous Councils</p> <p>Why should ratepayers pay for past Council poor financial management?</p> <p>Council needs to find savings and cut waste and reduce impact of rates increases on community</p> <p>Council needs to improve and notify community its financial management</p>	<p>The broader SRV proposal involved implementing a new approach to the Council's management and financial sustainability. The broader range of proposals comprise a number of elements consisting of:</p> <ul style="list-style-type: none"> - Reducing the Domestic Waste Charge (DMC) for all residential ratepayers - implementing savings and productivity improvements which will improve the bottom line by around \$2.5M annually by 2033. - Establishing new Business rating sub-categories to ensure large business pay their fair share and to reduce the rate burden on residents. - Changing our rating system to a minimum rate structure for a fairer and more equitable structure based on consumption of council services and assets as well as being a measure to be more financially sustainable into the future as the population grows and the demand on council services increase. - implement a loan borrowing program to address cash flow challenges and apply principles of intergenerational equity for the purpose of maintaining and renewing our long life assets. - implementing a Special Rate Variation (SRV). <p>These combination of actions are designed to secure Council's long-term financial future and fund current service levels without any significant decrease. Strathfield Council has posted operating deficits since 2020. In the 5 years to 2020/21, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to -1.5% in 2020/21. On top of this steady decline the</p>

Theme	Summary of theme/example of comment	Council's response
		<p>economic climate has changed post COVID 19. The high level of inflation is impacting the cost of materials and contracts that Council purchases to deliver services such as roads and footpath renewals. This means that Council can no longer keep expenditure contained within the levels forecast in the LTFP without significant impact on service delivery to the community.</p> <p>Following a thorough and independent audit of assets, the size of the actual backlog indicates a significant gap between actual and required expenditures to maintain the majority of assets to a community standard of satisfactory and above. Council's backlog has increased from \$0.6m in 2019 to \$16m in 2022 which is a backlog ratio of 4.2%, above the industry target of 2%. Without additional income from a SRV, asset backlogs will continue to increase and large amounts of assets such as roads and footpaths will deteriorate from at least satisfactory to fair or poor conditions and thereby, potentially becoming unserviceable and unsafe. Some services will need to be reduced or potentially stopped.</p> <p>The revised Long-Term financial plan sets out the funding requirements needed to maintain quality infrastructure and services in the Strathfield LGA.</p> <p>Council notifies its financial status in reports such as its Annual Financial Statement, which is audited by the Audit Office of NSW and Council's quarterly financial review. These statements and reports are available on Council's websites.</p>
General comments on Council services	<p>Council needs more efficient management</p> <p>Community better and improved services especially if rates are increased</p> <p>Council should deliver basic or essential services only</p>	<p>Council manages a wide range of services for the community. This includes services eg waste, environmental protection, public land management, area maintenance in public domains, parks and open space, development planning and assessment, library and community services etc; enforcement and regulatory eg approvals, orders and building certificates, revenue and administrative etc. Most of Council's income is expended on those core services including maintenance and</p>

Theme	Summary of theme/example of comment	Council's response
	<p>Council should not spend money on non-essential expenditures</p>	<p>renewal of local infrastructure such as roads, footpaths, kerbs and gutters, stormwater, local public buildings etc. Council also contributes payment for State Emergency Services (SES), Fire Services, street lighting etc. Expenditures are detailed in Council's Annual Financial Statements.</p> <p>Council's budget is prepared annually and included in the yearly operational plan. How Council proposes allocating resources to operations and capital works is set out in this plan which is notified and exhibited to the public annually. The plan requires Council adoption after consideration of feedback from the community. Progress is reported every 6 months and in the Annual Report published in November each year. The community has a number of opportunities to have input into decision making processes which concern where Council resources are allocated.</p> <p>Council has identified productivity improvements and savings to be implemented which will improve the bottom line by around \$2.5M annually by 2033, which include savings from the Connector Bus,</p>
Inequity of SRV	<p>SRV burden is not equally distributed across units and houses.</p> <p>Units occupants high consumers of services and infrastructure</p> <p>Units should pay less as they are worth less.</p>	<p>In NSW, the system of rating is based on unimproved land valuations, which are issued by the NSW Valuer-General every three years. Land value is the value of land only. In the case of a house (single residential dwelling), it does not include the value of the house or other structures and improvements. The land value of a unit development is determined for the whole site of a strata scheme. The Notice of Valuation is issued to the nominated representative of the scheme. Rating values for individual strata units are a proportion of the strata scheme land value, based on unit entitlement</p> <p>Strathfield Council is proposed moving to a minimum rate system. Rates are currently calculated on a base rate/ad valorem, which is payment of a base amount and a % against the unimproved land value. The minimum rate model sets a minimum amount for rates across all properties in a category. Those valued under a specific land valuation pay only the</p>

Theme	Summary of theme/example of comment	Council's response
		<p>minimum. Land valued at a higher amount that the minimum pays a % (ad valorem) of the land valuation.</p> <p>Lower valued properties will pay less than high valued properties. However, to recognise that occupants of units may be high consumers of services and infrastructure, the minimum rate will provide a minimum contribution from all residential properties to Council's income to support a wide range of services.</p>
Land valuation are not accurate	Land valuations have increased since last valuation and therefore examples are not accurate	<p>The average figures provided to the community have been developed from financial modelling based on current property data and land values. The NSW Valuer General issues councils with new land values every 3 years. A new set of land values will be supplied by the NSW Valuer General and applied from 1 July 2023.</p> <p>Should IPART approve the SRV, the rate levied for the 2022-23 financial year may vary from those estimates for individual properties depending on the relative movement in land values for each property compared to the whole LGA.</p>
Suggestions of other revenue raising options	<p>Rates should be levied on an individual basis, not on unimproved land value</p> <p>Churches and schools should pay rates</p>	<p>How rates are levied is set out in the Local Government Act 1993. Council does not have the power to change how rates are determined and under the Act, cannot levy rates differently than the Act permits eg per person or per metre as suggested in some feedback comments.</p> <p>There are certain categories of property which are rate exempt under the Act such as churches and schools.</p>
Various services	Many comments received on variety of Council services eg tree pruning and policy, street sweeping, maintenance of public domain and neighbourhoods etc.	The Community Engagement process has raised many issues relating to services and programs. Though many are not directly related to the SRV proposals, they will be considered in the preparation of Council's operational plan for 2022-2023 and related reviews.

5. Conclusion

In preparing the final SRV options, community feedback has been considered. The table below features the proposal and recommendations following community feedback.

Proposal	Recommendation
That Council apply to IPART for a Special Rate Variation (SRV)	Supported. While many are not supportive of a SRV rate increase, there is also little evidence that the community wants its local services and infrastructure to deteriorate, which will occur without additional funding. The majority of community feedback supports Council remaining financially sustainable. The SRV proposal involves a broad and integrated range of financial initiatives to improve Council's financial sustainability including implementation of savings from Council operations.
Council proposes two options for a SRV implementation – one year or over 4 years.	4 year option supported. That Council adopt and apply for the Option for a multiple year SRV across four years. This is supported on the basis that it spreads the increase over multiple years which has less immediate impact on ratepayers.
The proposal to reduce the Domestic Waste Charge (DWC) by \$245 (\$4M total) and increasing a corresponding amount in Council rates.	Supported. There was no feedback that indicated that this was not generally supported by the community.
That Council move from a Base to a Minimum Rating System and establish new rating categories	Supported. The Minimum Rating system was generally supported by community feedback. Comments concern inequity of rates burden on houses, not units was considered, particularly as the dominant form of housing in the LGA are units. Growth of population will continue promoted by increasing numbers of units. Housing and unit growth will increase use and demand for additional services and infrastructure. The Minimum rate will ensure that units will provide fairer contribution to costs of Council services and infrastructure. The SRV proposal has been reviewed and amendments proposed to move to the maximum minimum rate of \$1200 within 2 years, which will improve cashflow quicker but also increase the contribution of units to Council rates and ameliorate part of the SRV increase for owners of houses.
That Council address cash flow with a loan borrowing program to expedite asset renewal funding.	Supported. Only one comment was received objecting to a borrowing program.
That the Connector Bus cease	Supported in part.

Proposal	Recommendation
	<p>That Council discontinue the Strathfield Connector Bus service as a savings and productivity improvement in the SRV proposal. The review and engagement on Connector Bus indicated demand in particular locations and certain demographics. It is proposed to transition this service from general transport to targeted services in the short term, cap expenditure and review and identify other methods of meeting unmet community transport needs.</p>
<p>That Council exhibited amendments to the following IPR documents - the Delivery Program 2022-2028, Operational Plan 2022-2023 and Long Term Financial Plan</p>	<p>Adopted.</p> <p>Draft amended plans were exhibited and adopted by Council in February 2023.</p>

APPENDIX A

COMMUNITY FEEDBACK

Appendix A – Community Feedback

Introduction

This section provides more detail on specific engagement activities involving community participation.

1. Community Information sessions/meetings
2. PopUp information stalls
3. Submissions
4. Community Survey

1. Community Information sessions/meetings

A total of three (3) information sessions/meetings were notified to all residents. Two meetings were held at the Strathfield Town Hall and one meeting was held online in the month of December 2022.

The meetings were held in a presentation style format. Presentations were made by senior Council staff and consultants Morrison Low through talking through a MS PowerPoint to the participants (refer to Appendix C).

The engagement meeting presentation covered:

- introductions
- how the meetings run and how participants can participate (i.e. ask questions or express views)
- what the meeting is about, the objectives and importantly what it's not about
- what Council's financial sustainability obligations are
- Morrison Low's independent assessment of the situation and causes
- what some of the options and choices are to resolve the problem
- feedback from the participants on the options via Zoom polls
- opportunities for questions from participants
- where to from here – expressing views and next steps.

Meeting 1 – Monday 12 December 2022 at 6pm

Six (6) community members were in attendance. The meeting was opened by the General Manager, who provided background to the SRV proposal. Consultants Morrison Low provided a detailed briefing of the SRV proposal.

The key issues and concerns raised at the meeting were:

- Questioning about how Council came to be in a position where substantial increases were required. Some comments included the need for a forensic audit of contracts, the hiring of

staff practices under the previous General Manager, suggestions that library hours of opening need to return to prior times.

- There was some concern about the SRV proposal but participants indicated an understanding of the importance of the need to address Council's financial sustainability.

Meeting 2 – Wednesday 14 December 2022 at 6:00pm

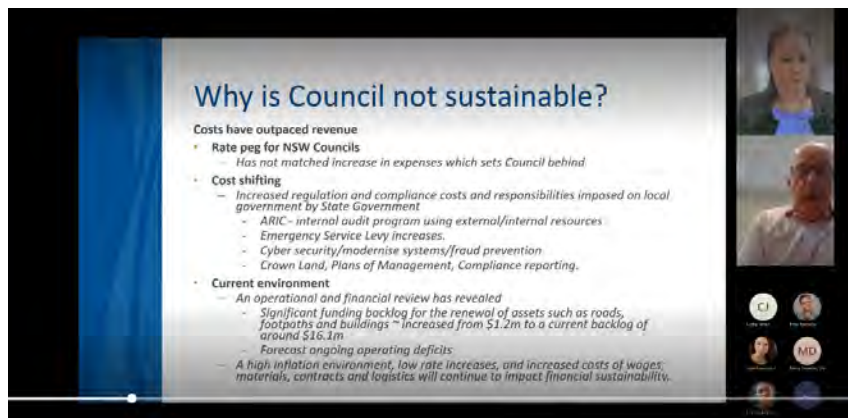
The meeting was opened by the General Manager, who provided background to the SRV proposal. Consultants Morrison Low provided a detailed briefing of the SRV proposal.

6 community members were in attendance. 4 councillors attended including the Mayor.

The key issues and concerns raised at the meeting were:

- Questioning about how Council came to be in a position where substantial increases were required.
- One of the residents who attended the session congratulated the Council and staff for finally taking steps to address the issue.

Meeting 3 – Thursday 15 December 2022 at 6pm (online)



1 community members was in attendance.

To ensure residents and ratepayers had access to information sessions and could participate in directly asking questions, one community engagement meeting was held virtually via Zoom, facilitated by Morrison Low. Registration for the meeting was advertised on Council's website. Links to the meeting were sent prior to the meeting to those persons registered with the meeting presentation slides available on Council website.

The format of these meetings included:

- presentation on the SRV process, options, and implications (Appendix C)
- requesting questions from participants.

This meeting was recorded and the links to the recordings were included on Council's website following this meeting.

The participant did not raise any questions or issues at the meeting.

The meeting recording can be found at: https://strathfieldnsw.gov.au-my.sharepoint.com/personal/fina_nainoca_strathfield_nsw_gov_au/_layouts/15/stream.aspx?id=%2Fpersonal%2Ffina%5Fnainoca%5Fstrathfield%5Fns%5Fgov%5Fau%2FDocuments%2FRecordings%2FSRV%20Online%20Consultation%2D2022%2F15%5F181220%2DMeeting%20Recording%2Emp4&ga=1

2. PopUp information stalls

Council operated four PopUp stalls to encourage members of the community to meet and discuss their views on the SRV proposal with Council staff in person. Four stalls were held over December 2022 and January 2023.

Meeting 1 - Saturday 10 December 2022 at 10am to 12pm at Homebush shopping centre

A number of staff attended this engagement. 6 community members attended the consultation. The key issues and concerns raised at the meeting related to the SRV included:

- Request for information on the impact of SRV increase on an individual property (followed up with later response)
- Street sweeping needs to be scheduled on a regular basis (set time and date) and suggest there is no parking allowed on streets during this time (referenced Mosman Council)
- Does not support rate increase (3)
- Illegal boarding house/non complying development operating in nearby street
- Too many CCTV's in LGA, why were they installed? what use is made of data?
- Street cleaning inadequate, don't see anyone sweeping unless a complaint is made
- Insufficient street sweeping in nearby streets
- More detail should be provided on Council's current and projected income, projected population/income from new dwellings, clear explanation of how Council is future proofing, independent oversight of proposed funding.

Meeting 2 - Tuesday 13 December 2022 at 10am to 12pm at Strathfield Plaza

The Manager Communications and Events attended this engagement. 6 community members were in attendance. The key issues and concerns raised at the meeting were:

- Council needs an audit of contracts issued by previous management.
- Areas outside of Strathfield Railway need to be rehabilitated as it has rotted over the last 12 years.
- Library needs to return to previous opening hours
- Council trees need to be pruned (request forwarded to officer for follow up)
- Misuse of leaf blower early in the morning by neighbours
- Council needs to improve Strathfield Town Centre on both sides of railway.

- Replace old trees with trees that don't drop leaves. More street sweeping and vacuuming of streets.
- Water in Raw Square underpass – condition is unsafe and resident almost fell.

Meeting 3 - Saturday 17 December 2022 at 10am to 12pm at Cooke Park Belfield.

The General Manager and Manager of Finance attended this engagement. 1 community member was in attendance who discussed the SRV proposal and how it applied.

Meeting 4 - Saturday 21 January 2023 at 10am to 12pm at Strathfield Library at Strathfield Library Homebush.

The Director Corporate & Community and Chief Strategy Officer attended this engagement. 7 community members attended the consultation and raised the following issues:

- Where the rate income is primarily spent? Eg on what services, activities etc.
- Suggestion that Council should commence charging residents for Council clean up services (advised this is covered by the Domestic Waste Charge, which is paid with Council rates)
- Street sweeping services – many people are sweeping onto the roads and should place leaves/waste in a bin.
- Concerns about impact of SRV on cost of living expenses for households.
- Are boarding houses, child care centres etc paying rates and if so, what type of rates do they pay? Eg resident, commercial etc.
- Add information on the Council website such as video of presentation on the SRV case.
- Like the Connector Bus Service. It should be better publicised to attract passengers.
- Maybe trial erecting signs in streets to move cars to assist street sweeping.
- Can the Community attend Council meetings or is it still on Zoom? (Response that meeting is broadcast but public is welcome to attend in-person).
- A few requested estimates of impact of SRV on their properties (responses issued subsequently to ratepayers by email or mail).

3. Special Rate Variation – Submissions

A total of 35 submissions were received. Of the 35, 17 were written submissions (letter or email) and 18 lodged online.

A total of 15 submissions raised objections or concerns with the SRV increase. Of this 11 cited affordability cost of living and interest rates including a submission about impacts on pensioners, two submissions stating that increases on industrial properties is unaffordable and large increases will be passed onto tenants. 4 submissions stated that the impact of the proposed SRV increase is significantly higher on houses than units. Many linked concerns with the SRV increase with comments with the need for Council to improve its services and maintenance of the local area.

The other 20 submissions mainly raised issues about Council management including need to dedicate Council resources to core or essential services, that waste and unnecessary expenditures need to be cut and savings found from cuts to events, Christmas decorations, that the Connector Bus should be

cut, become a user pays service or improve service those who need it eg elderly or people with disabilities. There were also comments about specific programs such as tree management, traffic controls and green waste. Some submissions made suggestions about areas for potential revenue such as parking meters, rate levies on new properties for street beautification.

Opposed to SRV

1. Oppose the SRV as cost of living is high and do not want to pay more Council rates
2. Oppose the SRV due to increased cost of living. Maintenance of public areas is poor, critical of expenditure on Hudson Park.
3. Oppose SRV
4. Oppose SRV due to current economic conditions. Inadequate maintenance and need for better services. Council should consider amalgamation and maintain or reduce rates
5. The current high cost of living and the upcoming Covid wave is already creating immense stress to the residents. Psychological wellbeing of the residents should be the top priority of the council. Properties with value of \$ 1 million or more should be charged higher rates. People living in units should be spared of this burden. Council should not provide free services, provide basic services eg tree pruning and road maintenance.
6. Object to SRV increase to industrial properties. The increase is unaffordable in current economic climate. Council should focus on core services and run the council as a sound financial institution than a huge rate spike
7. Object to SRV increase as maintenance of public areas is inadequate and need better road management and on-street parking as well as bus service on Parramatta Road in Homebush West to Burwood or Lidcombe
8. Opposed to SRV increase. Improve maintenance and services. Cut unnecessary expenses and Connector Bus. Overdevelopment in LGA is creating problems for infrastructure, damage to roadways and footpaths by development and building works.
9. Object to SRV proposal due to inequities burden on houses, not units. 26% of ratepayers will be paying an increase of 20% to over 100%. SRV above inflation, wage rises and not affordable. Many house owners in Strathfield have a huge mortgage with increasing interest rates. Self-funded retirees with no government assistance. Council needs to demonstrate cost efficiencies.
10. Object SRV proposal is not equally applied, it has significant impact on single dwellings and is unfair. Minimum rate system is a fairer system
11. Object to SRV proposal due to unequal burden of rates on houses, not units. Stop connector bus and make better decisions.
12. People living in units in high concentration probably use more services person – yet the landowners are carrying the burden of rates. Review spending priorities and spend only on basic services. Charge rates per person instead of per unit of land held, churches should pay rates
13. Oppose SRV and new categories that target business which will result in large increases passed onto tenants
14. Oppose SRV. Stop waste or unnecessary spending on projects that are non-essential services eg Connector Bus. Be more transparent with the community

15. Concern with SRV due to cost as a pensioner SRV would be an extra burden. The rebate of \$250 per year has remained the same for more than a decade whereas the rates have gone up by more than 50% during the decade

Comments on management, services and revenue raising

1. Council resources should be dedicated to core business eg area maintenance, infrastructure, waste services etc and not spend money on festivals, events etc.
2. Council should consider alternatives to the SRV to increase revenue eg parking fees for business vehicles, boats and trailers, meter parking and expand commercial area of the Strathfield Town Centre
3. Improve financial reporting and transparency
4. Council problems caused by wastage, inefficiency and inability to manage budgets, needs full assessment of future funding needs before SRV application.
5. Use cash reserves to deal with short term deficits, remove Connector Bus Service and review ranger service.
6. Understand need for Council to undertake sound planning and management. Resource street beautification and footpath upgrades.
7. Need to improve major and local roads, heavy trucks are damaging roads, support new tree plantings, review connector bus and improve living conditions for all residents and community.
8. Replace 2023/24 residential rates with the proposed rate for 2024/2025. Review residential rate categories. Overseas examples demonstrate how the Connector services could be self-funding. Community assets can also generate some operational income to help reduce increasing cost burden.
9. Implement cost measures 1) amalgamate Council 2) Collect a special rate variation on new property owners/ratepayers of 2% of the property purchase price for streetscape beautification/liabilities for building/truck damage 3) End the Strathfield Connector/user pays 4) Reduce the nonessential eg Christmas decorations, events etc. 5) Eliminate red tape for safety measures/property maintenance eg tree trimming.
10. Improve management of Connector Bus, retirees need access to free transport due to cancellation of driver's licences after a certain age. If it can't be improved, cancel service, sell buses to recoup funds
11. Improve tree policy and consider cost of damage of tree roots to building foundations and pipes and trees of a certain height don't provide shade.
12. Save costs by replacing tall street trees that interfere with electricity wiring from telegraph poles with to buildings very hardy, drought resistant trees
13. Clean up tree branches and leaves in our street and prune trees
14. NSW Government should provide grant for green waste bins for residents and provide liquid compost.
15. Hasn't the council made more money from the proliferation of units in Strathfield council area?
16. Too many staff especially ones that double up with state stuff
17. Spend less on unnecessary speed bumps every 50 metres = more money for pothole repairs
18. In addition to SRV, council should also increase the application fees for new building approval

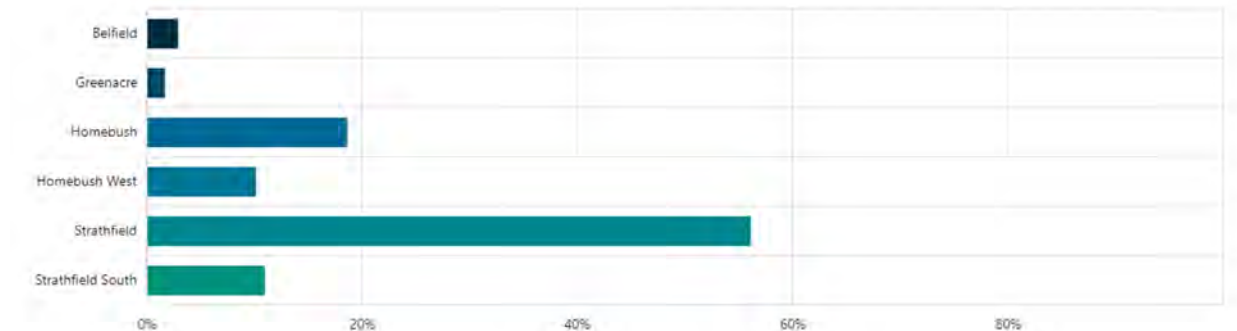
19. Strathfield Council should have money with all the new unit towers. Maybe Council's expenses are excessive and should be reviewed. Stop building / making more parklands.
20. Costs of running Bus overstated, necessary for elderly/low income/people with disabilities. Stop waste eg too much street sweeping, councillor junkets

4. Special Rate Variation (SRV) Survey - feedback

Council received 248 completed surveys relating to the SRV proposal. The survey was held online and open from 6 December 2022 until 31 January 2023. Print copies were available on request and completed print surveys were keyed into the survey software.

Respondent information

Question: Where do you live?

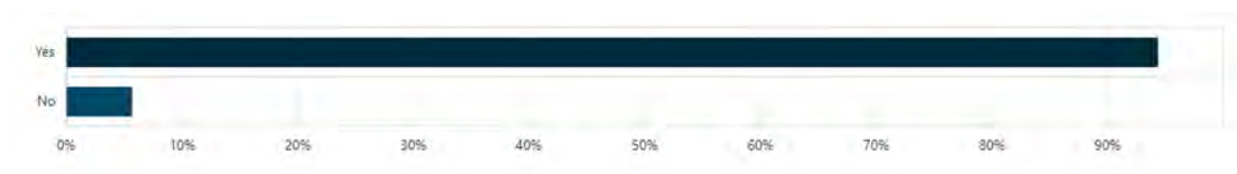


N = 248 responses

The majority of responses were from the suburb of Strathfield (56%), followed by Homebush (19%), Strathfield South (11%) and Homebush West (10%). Belfield and Greenacre recorded under 3%.

Suburb	No. of responses	%
Belfield	7	3%
Greenacre	4	2%
Homebush	46	19%
Homebush West	25	10%
Strathfield	139	56%
Strathfield South	27	11%

Question: Are you a ratepayer to Strathfield Council?



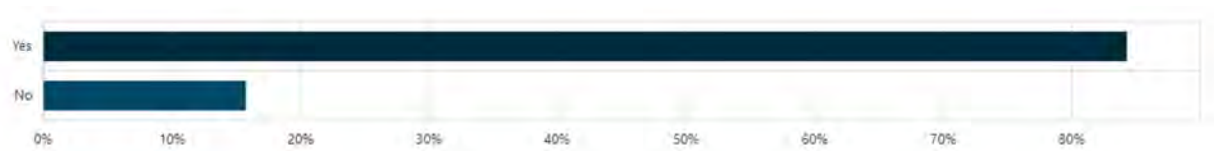
N = 248 responses

94% of survey respondents stated they were a ratepayer of Strathfield Council, with 6% stating no.

Financial sustainability of Council

Question: Do you support Strathfield Council remaining financially sustainable?

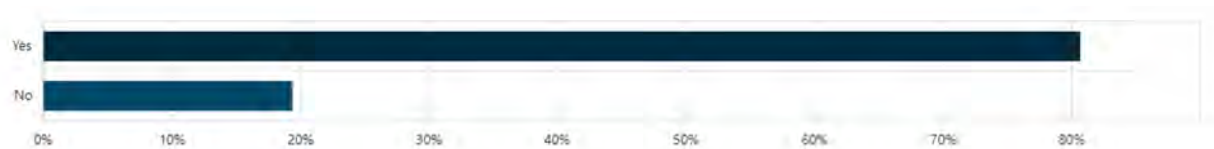
N = 248 responses.



84% of survey respondents stated that they support Council remaining financially sustainable, the remaining 16% disagreed.

Awareness of the SRV proposal

Question: Have you received or read information from Strathfield Council about a proposal to apply for a special rate variation to IPART for an increase in general rates above the rate cap?



N = 248 responses.

81% of survey respondents stated that they were aware of the SRV proposal, with remaining 19% stating no.

Understanding the SRV proposal

Question: "If yes, where you able to understand the information provided by Strathfield Council?"



N = 248 responses.

71% (175 responses) stated they understood the information provided. 29% (73 responses) disagreed with the statement. However, Council did provide other means of obtaining further information including meetings, popup stalls and contacting Council with inquiries

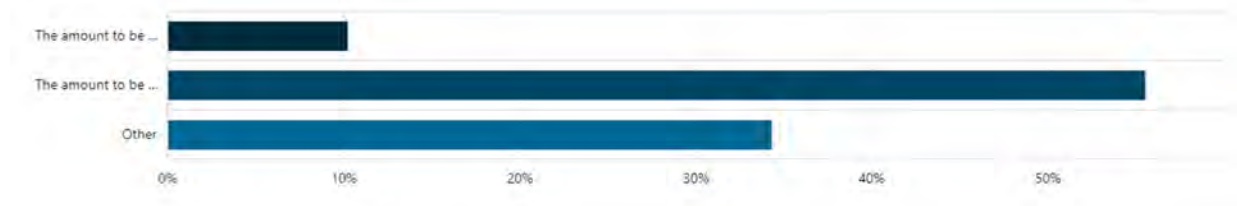
Preferred SRV option

For the community consultation, Council proposed two options for the Special Rate Variations, either in one year or across four years. The preferred Council option was for introducing the SRV across four years (Option 2) rather than a SRV increase in one year (Option 1).

Question: Strathfield Council considered two special rate variation options. 1. The full amount required applied over a single permanent increase or 2. four smaller permanent increases over the next four years (which is Council's preferred option). Which option would you prefer?

56% of responses supported the multi-year option, while 10% support the one year option.

N=245



Proposed SRV options	%	No of responses
The amount to be applied over one year	10%	25
The amount to be spread over four years	56%	136
Other	34%	84

34% of responses indicated 'other' and nominated their own response. The highest number of responses indicated they did not support the rate increase and seconded highest responses concerned Council improving efficiencies, prioritising services and improved management of budgets.

'Other' responses (grouped where responses were similar):

Comments (grouped)	No responses
Don't support rate increase	42
Council should be more efficient, cut waste, priority core services and work within budgets - don't support increase	19
Need more information	4
No comment	2

Other comments – 1 response

- Amalgamate council to improve finances
- Can't afford the increase - families are struggling with cost of living
- Council rates are already too high
- Council should charge more rates to maintain area properly
- Cut Connector Bus and save money
- Developers should pay more, don't support rate increase
- Draw on investments and reserves
- I support the proposal of the Homebush Residents Group Inc
- Implement rate peg only
- Increase rates moderately without decrease in water charge
- Not relevant to me
- Rebates for pensioners, low income and heritage properties
- Residents are not the cause of financial mismanagement, find savings within council
- Support increase over 10 year period
- Support SRV for business, not residence

Comments or suggestions on the SRV proposal

Question: Do you have any comments or suggestion on the proposal to apply for a special rate variation? (open-ended responses). There was a total of 248 responses. As comments were self-nominating, they covered a range of issues, which are grouped where similar.

Council needs more efficient management/better service delivery/prioritised on essentials/find savings and cut waste	34.27%
Oppose SRV increase	20.56%
No comment	17.74%
Affordability/provide financial assistance to pensioners & low income earners	10.08%
Remove Connector Bus and reduce costs	9.27%
Improve and notify community about how Council is financially managed in a transparent and accountable way	8.47%
Rates and/or SRV is too high	4.44%
SRV burden is not equitable/houses targeted/unit occupant high consumers of services and infrastructure	4.03%
Support SRV	3.63%
Support multi-year implementation	3.23%
Industry & developers should contribute more/damage to roads & infrastructure	2.82%

The following comments were mentioned 3 or less times

- Consider merging with another council
- Strathfield needs to remain financially viable
- More information needed
- Survey is misleading

- Strathfield Town Centre should be consolidated under one Council
- Keep connector
- Appreciate Council consultations
- Lower value properties should pay less
- Oppose borrowing
- Tree issues
- How does Council compare with other councils?
- Proposal is not clear or well presented
- SRV should include all increases and be increased at same rate each year
- Council needs be tough on law breakers
- Establish Government on-demand bus service
- Projected figures are underestimate impacts
- Improve communications with community on Council issues
- Council should be wealthy with all the units
- Rate increase should apply to private schools
- Single year increase and no further increases
- No leisure centre
- Prioritise environment
- Poor services for seniors
- Concern with permanent increase
- Landlords will pass on increases
- Oppose high density with no car parking onsite
- Redevelop Strathfield Town Centre
- What is difference between SRV and rate increase?
- Strathfield's rates are good in comparison to others
- Rates are too high
- State or Federal Government should contribute more
- Pay in instalments
- Share services with other councils
- Unnecessary traffic controls
- Where will additional money be spent?
- Investigate power generation
- Investigate other ways of remaining sustainability
- No services provided to seniors
- Get assistance from State Government
- Projections based on old valuation data not current

APPENDIX B

COMMUNITY

ENGAGEMENT

STRATEGY



Appendix B - Special Rate Variation – Community Engagement Action Plan

Strathfield Council

Document status

Job #	Version	Written	Reviewed	Approved	Report Date
76	1.0	G. Smith	S Bunting		25 October 2022
76	2.0		K.Watts		25 November 2022

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1. Context

Morrison Low Consultants has been engaged by Strathfield Council ('Council') to provide support and advice through the proposed special rate variation (SRV) process.

1.1 Background

Strathfield Council's (Council) 2022-32 Long-Term Financial Plan (LTFP), adopted in July 2022, forecasts consolidated operating deficits until 2030. Further analysis of Council's operations and separating out the General fund operations, a revised LTFP will be publicly exhibited at the same time as Council consults with the community on the proposed Special Rate Variation.

Council has made efforts to contain costs and find savings over several years and has identified further savings of \$1,404,172 that are included in its financial forecasts.

Despite this Council must now consider growing rates income through a Special Rate Variation (SRV) to maintain financial sustainability.

During October and November 2022, Council reassessed its long-term financial position and identified a need for an SRV. At the Council Meeting on 6 December 2022, Council considered options for a permanent cumulative SRV as set out in the table below.

Proposed SRV increases – Option 1 - One year

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste transfer	20.3%	n/a	n/a	n/a	20.3%
Option 1: Single year SRV (excluding domestic waste transfer & rate peg)	50.0%	n/a	n/a	n/a	50.0%
Option 1: Single year SRV (total including domestic waste transfer & rate peg)	74%	n/a	n/a	n/a	74.0% (88.3% if years 2-4 rate pegs are included)

Proposed SRV increases – Option 2 - Four years

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste transfer	20.3%	n/a	n/a	n/a	20.3%
Option 2: Multi-year SRV (excluding domestic waste transfer & rate peg)	10.0%	5.0%	15.0%	15.0%	52.7%
Option 2: Multi-year SRV (total including domestic waste transfer & rate peg)	34.0%	8.0%	17.5%	17.5%	99.8%

If supported, Council will seek the community's feedback on the proposed SRV options.

This community engagement action plan outlines the approach, key messages and timeline for community consultation on the potential SRV. This plan has been developed to ensure that it meets the SRV assessment criteria set out by the NSW Office of Local Government, who sets policy and oversees the local government industry, and the Independent Pricing and Regulatory Tribunal (IPART), who will assess any SRV application submitted. It has also been developed in compliance with Council's Community Engagement Policy and Community Engagement Plan, as well as the International Association for Public Participation (IAP2) Quality Assurance Standard.

1.2 Engagement purpose and goals

The purpose of this community engagement is to ensure that the community is adequately informed and consulted about the impact of the proposed special rate variation and the impact of not applying for a special rate variation.

The objectives of this community engagement process include:

- To present the proposed SRV.
- To identify the impact of the SRV on the average rates across each rating category.
- To exhibit an updated LTFP demonstrating the impact of the proposed SRV on Council's operating results from 2023-24 for feedback and final endorsement by Council.
- To communicate to the community the timeline and process for any potential SRV application.
- To gather and consider the community's feedback to inform Council's final decision on whether and how to move forward with an SRV application.

1.3 Stakeholder analysis

The key impacted stakeholders are those that pay rates in the Strathfield Council Local Government Area (LGA) or are renting property in Strathfield, where there may be rent increases passed to cover the proposed rate increases fully or partly.

Stakeholder groups have been identified below to ensure that the specific considerations of these groups can be integrated into the community engagement plan. These groupings are not mutually exclusive, that is individuals may fall into a number of different stakeholder groups. For example, individuals who own multiple properties in the LGA may be both resident ratepayers and landlord ratepayers.

Table 1 Stakeholder groupings

Stakeholder group	Who is in the group	Specific considerations
Resident ratepayers	Homeowners who are residents of Strathfield LGA	Proposed rate increases will be directly incurred by these stakeholders.
Residential Renters	Renters who are residents of Strathfield LGA	It will be a decision of the landlord on whether and when any rate increases are passed on to renters.
Landlord ratepayers	Investment property owners of property within Strathfield LGA	It will be a decision of the landlord on whether and when any rate increases are passed on to renters.
Business, Strathfield CBD and Major Retail Shopping Centre ratepayers	Business property owners within Strathfield LGA	Proposed rate increases will be directly incurred by these stakeholders. Where there are commercial leases in place,

		it will depend on the contract terms as to whether and when any increase will be passed to tenants.
Culturally and Linguistically Diverse (CALD) members	Ratepayers, renters, landlords and business operators with CALD backgrounds	Council's Translation Information Page will be included in all relevant materials. Ensure that non-English collateral and media are included in the communications on the SRV.
Community stakeholders	Residents' groups, sports and recreation groups, environmental groups, cultural groups and local business/industry.	These groups have a direct interest in their members/ residents and therefore, they need to understand why Council is proposing an SRV.
Council's consultative committees	Any advisory Committees?	These committees need to be informed and consulted.

Within each stakeholder group, there will be a range of socio-economic factors that will be considered through a capacity to pay analysis and report; this will further inform not only the affordability of any SRV, but also may provide further insight to improve the consultation plan and key messages.

2. Approach

The defined approach to engagement has been crafted in line with Council's seven core engagement principles:

- Strategy-led
- Proactive
- Open and inclusive
- Easy
- Relevant
- Timely
- Meaningful.

2.1 Impact and complexity of the engagement

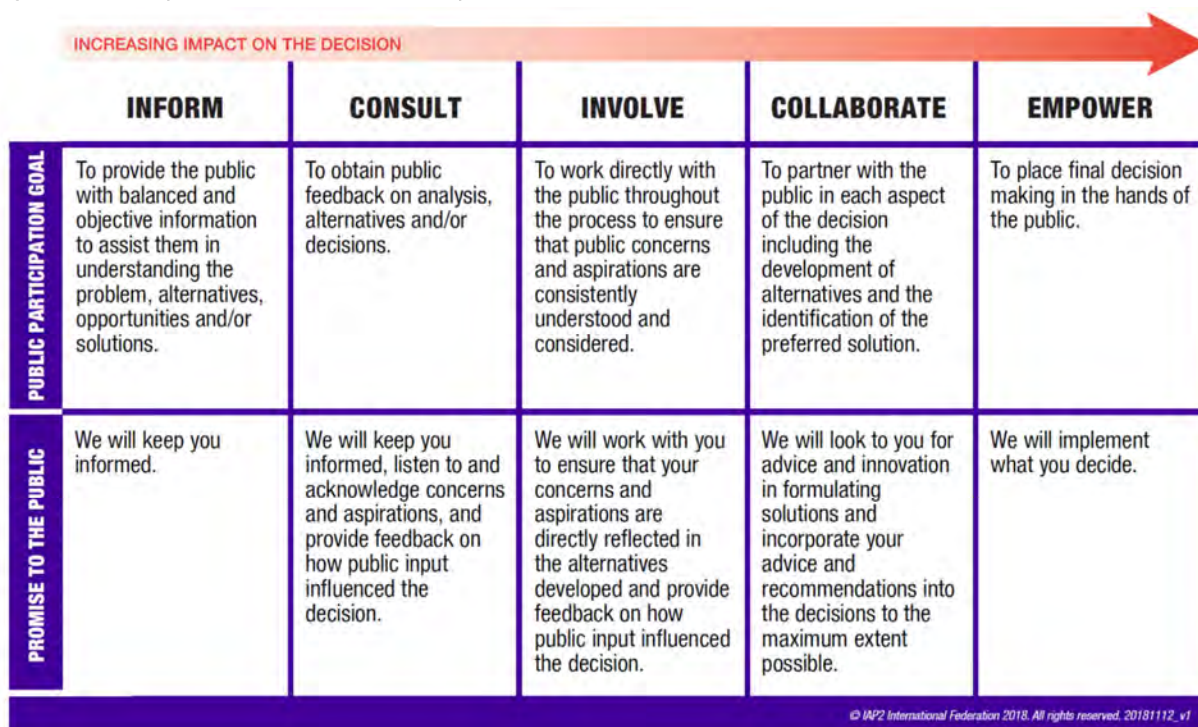
This engagement is defined as 'high impact', which means that the issues will have a real or perceived impact across the whole LGA. The issue has the potential to create controversy and has a high level of potential community interest.

It is also considered to have 'high complexity', as the information presented to the community will be based on relatively complex financial analysis and needs to be expressed in terms that are easily understood.

2.2 Levels of engagement

The level of engagement is defined from the IAP2 Spectrum of Public Participation in the figure below, also included in Council's Community Engagement Policy. This spectrum outlines the level of engagement required depending on the purpose and desired outcome of the project.

Figure 1 IAP2 Spectrum of Public Participation¹



The diagram illustrates the IAP2 Spectrum of Public Participation, showing a progression from 'Inform' to 'Empower' with increasing impact on the decision. An orange arrow at the top points right, labeled 'INCREASING IMPACT ON THE DECISION'. The spectrum is divided into five levels: INFORM, CONSULT, INVOLVE, COLLABORATE, and EMPOWER. Each level has a corresponding 'PUBLIC PARTICIPATION GOAL' and a 'PROMISE TO THE PUBLIC'.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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To meet the assessment criteria for an SRV application, Council must:

1. Demonstrate that the **need and purpose** of a different rate path for Council's General Fund is clearly articulated and identified in Council's Integrated Planning and Reporting (IP&R) documents.
2. Show evidence that the **community is aware** of the need for and the extent of a rate rise.
3. Show that the **impact on affected ratepayers** is reasonable.
4. Exhibit, approve and adopt the relevant **IP&R documents**.
5. Explain and quantify the **productivity improvements and cost containment** strategies in its IP&R documents and/or application.
6. Address any other matter that IPART considers relevant.

To meet criterion two, Council would only need to undertake engagement at the "inform" level, but a "consult" level would ensure it more fully meets criteria one and four.

The LTFP adopted in July 2022 forecasted operating deficit but did not specifically identify the need for an SRV. To meet these criteria fully, Council will adopt an updated LTFP, which includes the proposed SRV, that will be exhibited in parallel to this community engagement process.

As a result, this community engagement action plan is drafted to meet both the **inform** and **consult** levels of engagement. This means that Council will provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and preferred solution and to obtain the public's feedback on analysis and alternatives. Council will keep the public informed, listen to and acknowledge concerns and

¹ International Association for Public Participation (IAP2) Australasia, 2018. *IAP2 Spectrum of Public Participation*. Retrieved from: https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf.

aspirations, and provide feedback on how public input influenced the decision made by Council.

Given the complexity of the project and proposed level of engagement, Council's Community Engagement Strategy outlines the following as possible mechanisms for community engagement that are considered relevant to this consultation:

- Print:
 - Reports, fact sheets, letters, flyers
 - Advertisements
 - Media releases
 - Billboard, banner, poster, signage
 - Direct mail, rate notices.
- Online:
 - Newsletters, emails, bulk text messages
 - Web pages, campaign/project microsites
 - Social media
 - Surveys (phone and online)
 - Submissions (email and post), listening post (online forum).
- Face-to-Face:
 - Pop-up stalls, displays, open days
 - Community events
 - Speaking at Council meetings
 - Workshops, focus groups, stakeholder interviews
 - Forum, briefing, information session.
- Interactive:
 - Interactive collaborative mapping (such as Social Pinpoint)
 - Hotline/phone-in
 - Polls
 - Suggestion box.

This community engagement will build from inform to consult:

1. Inform: to raise awareness and inform all stakeholder groups of the options being considered.
2. Consult: to seek considered community feedback on these options to inform Council in their final deliberations on a potential SRV application.

The proposed mechanisms to be used for this engagement are outlined in the table below.

Table 2 Engagement mechanisms

Mechanism	Level of consultation	Reach (stakeholder groups)
Direct mail out	Inform	All ratepayers
Newspaper advertisements	Inform	All residents
Include in-language information, e.g., via printed inserts, in local newspapers	Inform	CALD communities
e-Newsletters	Inform	Approx 30,000 subscribers – residents and businesses
Social media channels	Inform	Facebook: 7,670 followers Instagram: 1,816 followers LinkedIn: 2,287 followers Twitter: 638 followers
Have your Say page (website)	Inform & consult	All residents and ratepayers
Community “roadshow” – face-to-face and online forums	Inform & consult	Key community groups
Public forums (one online and face-to-face)	Inform & consult	All residents and ratepayers
Library drop-in sessions with translators	Inform & consult	CALD communities

These external community engagement mechanisms will be coupled with internal communications to inform all staff about the proposed SRV and process and provide them with information to direct questions from members of the public that may arise in their day-to-day interactions. This will include:

- A managers’ briefing
- Information and scripting for customer service and frontline teams
- Updates in staff e-news.

2.3 Roles and responsibilities

The roles of councillors, Council officers and Morrison Low in the engagement process are defined in the table below.

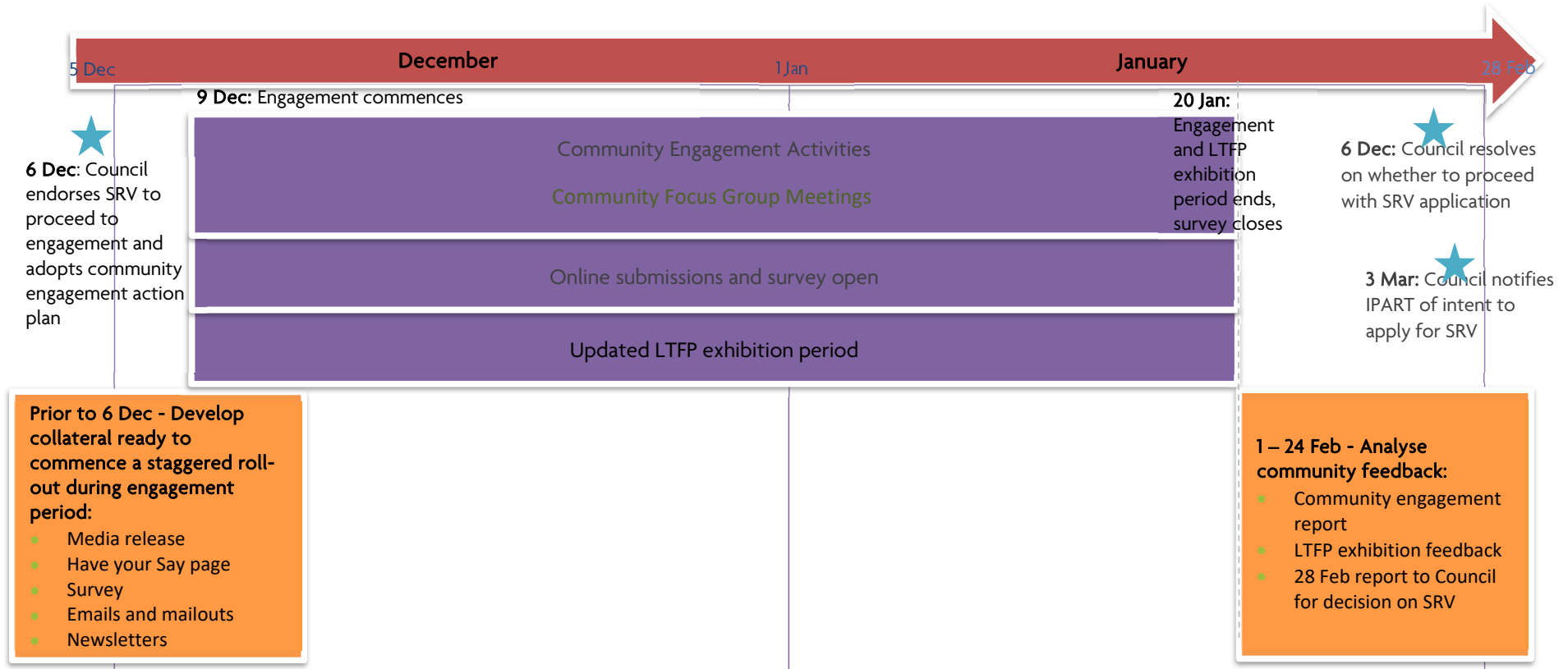
Table 3 Roles and responsibilities

Role	Responsibility
Morrison Low (consultant)	<ul style="list-style-type: none">• Develop the background paper on the SRV• Facilitate public forums, assist Council in preparing presentation and taking notes at each forum• Peer Review report on community engagement outcomes
Strathfield communications and engagement team	<ul style="list-style-type: none">• Develop collateral for the various written mechanisms, based on information provided by Morrison Low to inform Council communications• Publish and release materials in line with this community engagement action plan, including internal communications• Gather community feedback and provide to Morrison Low for analysis
Strathfield executive and management team	<ul style="list-style-type: none">• Brief staff on SRV, process and community engagement activities
Strathfield councillors	<ul style="list-style-type: none">• Approve community engagement plan
Strathfield General Manager	<ul style="list-style-type: none">• Endorse community engagement plan, approve any adjustments to community engagement process as required• Participate in media interviews and public forums, where required

2.4 Timeline

The high-level timeline, with key milestones, is mapped out in the figure on the following page. Further detail on tasks and dependencies is provided in the supporting action plan.

Figure 2 Community engagement timeline



3. Detailed action plan

Table 4 Action plan

Ref	Action	Responsible	By when	Dependency
1	Draft Background Paper for SRV	Morrison Low (consultant)	18 Nov	
2	Finalise updated LTFP for exhibition	Morrison Low and Executive	22 Nov	
2	Develop FAQs	Communications & Engagement team and Morrison Low (consultant)	25 Nov	1,2
4	Draft 'Direct Mail' content	Communications & Engagement team and Morrison Low (consultant)		1,2
5	Draft (and translate, where applicable) Newspaper advertisements (two – one each month)	Communications & Engagement team		1,2
6	Draft e-Newsletter content	Communications & Engagement team	25 Nov	1,2
7	Develop video on SRV (TBC)	Communications & Engagement team	25 Nov	1,2
8	Develop survey	Communications & Engagement team and Morrison Low (consultant)	25 Nov	1,2
9	Build 'Have Your Say' page	Communications & Engagement team	25 Nov	1,2
10	Schedule roadshow and public forums (face-to-face and online)	Communications & Engagement team	25 Nov	
11	Develop media release and social media content for commencement of engagement	Communications & Engagement team	25 Nov	1,2
12	Develop and distribute information and scripting for customer service and frontline staff	Communications & Engagement team	28 Sept	1,2

Ref	Action	Responsible	By when	Dependency
13	Council resolves to proceed to community consultation on an SRV and advises IPART of its intent to submit and SRV	Council	6 Dec	1,2
14	Brief managers on Council decision and next steps	General Manager / Directors	7-8 Dec	14
15	Publish first newspaper advertisement on SRV	Communications & Engagement team	9-12 Dec	5,14
16	Open the 'Have Your Say' page and Survey to the community	Communications & Engagement team	9-12 Dec	9,14
17	Engagement period commences		9 Dec	14
18	Publish e-Newsletter	Communications & Engagement team	9 Dec	6,17
19	Release direct mail out	Communications & Engagement team	9-12 Dec	4,17
20	Manage social media	Communications & Engagement team	9 Dec – 31 Jan	11,17
21	Manage media enquires	Communications & Engagement team	9 Dec – 31 Jan	11,17
22	Conduct public and roadshow forums	Communications & Engagement team Morrison Low (consultant) to facilitate public forums	9 Dec – 31 Jan	10,17
23	Publish second newspaper advertisement	Communications & Engagement team	Early Jan 2023	5,17
24	Release reminder of SRV community engagement closing 31 Jan 2023: <ul style="list-style-type: none"> E-Newsletter Social media 	Communications & Engagement team	16 Dec & 13 Jan	6,11,17
25	Close engagement, exhibition of updated LTFP and survey, and gather all community feedback	Communications & Engagement team	31 Jan	17

Ref	Action	Responsible	By when	Dependency
26	Analyse submissions and survey results and draft community engagement report	Council – Communication and Engagement team: Peer Review Morrison Low	1 - 15 Feb	25
27	Finalise updated LTFP based on feedback over exhibition period	Finance team	1-15 Feb	25
28	Draft report to Council	Council	16 - 20 Feb	25
29	Council resolves to submit an SRV application	Council	28 Feb	28
30	Prepare SRV application	Morrison Low and Council	28 Feb	29
31	Submit SRV application	Council	3 Mar	30

3.1 Measures of success

A final community engagement report will be produced to document the outcomes of the engagement process, but also to clarify the extent to which the community engagement activities reached all relevant stakeholder groups. Measures to understand the level of reach and participation in the engagement process will include:

- attendance at forums
- SRV related inquiries through customer service teams
- number of unique survey responses
- number of submissions on the SRV proposal
- key analytics from the 'Have Your Say' page.

Where feasible, measures of success would also include documenting key demographics of participants to ensure that it is both representative of the Strathfield community and engagement activities have reached groups that can sometimes be hard to reach.

4. Key messages

The key messages for the community should clearly communicate what is not negotiable and what aspects are open for community feedback to inform the decision-making process.

Non-negotiables include:

- the legislative requirement for Council to employ sound financial management principals.
- the current core deficits in the General Fund need to be addressed, targeting sufficient surpluses over time to ensure the ongoing financial sustainability of Council.

Community feedback is sought to:

- assess the level of community understanding of the proposed SRV and its impacts and why it is needed.
- seek submissions on the proposed SRV and the updated Long Term Financial Plan.

To support these key messages and the development of collateral for the community engagement activities, a background paper will be developed to articulate the need for and level of SRV being sought.

In addition, Council will also have the following reports:

1. A capacity to pay report which will investigate, analyse and report on the community's capacity to pay against Council's rating categories and proposed SRV. This includes research of specific areas across the LGA and will undertake a range of comparisons and assessments of information for areas/locations within the LGA, and associated land use.
2. An updated LTFP and financial sustainability analysis that will demonstrate the impact of the SRV on the ongoing financial sustainability of Council.

Key messages in any community communications and collateral will also include:

- how community members can seek further information or have their questions answered.

- how community members can provide their feedback on the proposed SRV.
- what to expect after the community engagement activity is completed, including IPART's public submission and assessment process.

4.1 Frequently asked questions

A set of frequently asked questions (FAQs) and their responses will be developed for this engagement process. While every effort is made to ensure that this is a complete list of FAQs at the commencement, these questions will be regularly reviewed and updated throughout the engagement process.

The below is a starting list of the questions we expect to develop for the FAQs:

- How will the proposed special rate variation impact my rates?
- Why do we need an increase to our rates?
- What is the alternative to the proposed rates increase?
- What action has Council taken to address its financial situation?
- How does Council work out what rates to charge each resident?
- How will the 2023 General Revaluation impact my rates?
- What is Council doing to keep rates low?
- Can't you get more funding from other levels of government to help pay for things?
- What if I can't afford to pay my increased rates? (Hardship Policy)
- When would a rate increase be applied from?
- How has Council identified the priority initiatives?
- Who is IPART and what do they do?

5. Monitoring and risk

5.1 Monitoring

During the consultation process, the level of engagement will be monitored by Morrison Low and Council's Communications and Engagement team.

Any proposed adjustments to the plan will be approved by the General Manager before implementation.

5.2 Risk assessment

The table below documents the key risks associated with this community engagement. The risk ratings are assessments of the residual risk after the documented risk responses are implemented.

Table 5 Risk assessment

Risk	Risk response	Residual likelihood	Residual consequence	Residual risk rating
Engagement doesn't meet	Engagement plan and activities	Low	Medium	Low

Risk	Risk response	Residual likelihood	Residual consequence	Residual risk rating
IPART assessment criteria.	analyse and integrate requirement to meet criteria.			
Impact on ratepayers of raising rates at a time of increasing inflation and cost of living pressures.	Capacity to pay analysis to understand the impacts of rate increase on community. Key messages to impact on Council of not seeking the SRV.	Medium	Medium	Medium

APPENDIX C
COMMUNITY
ENGAGEMENT
INFORMATION

Appendix C – Community Engagement Information

Information related to the Community Engagement include the following documents:

1. Summary of SRV (website text)
2. 'Protecting our Future' information pack – English version
3. 'Protecting our Future' information pack – Chinese version
4. 'Protecting our Future' information pack - Tamil
5. 'Protecting our Future' information pack – Korean
6. Mayors letter to the community – January 2023
7. Detailed background papers
8. Frequently Asked Questions (FAQs)
9. SRV Community Survey
10. Summary of social media and eNews postings
11. Draft rating classification map
12. Examples of new rates based on land value (website text)
13. Community rates examples (website text)
14. Condition of Council assets (website text)

Protecting Our Future

Community consultation on a Special Rate Variation (SRV) to ensure a financially sustainable and positive future for all residents has now closed.

+ Follow

Home / Special Rate Variation

Strathfield Council is committed to a future that builds long-term financial sustainability and meets the demands of our growing population. This includes the highest quality services for our residents, maintaining assets such as roads and footpaths, ensuring the area is always clean, and our property values are maintained.

In order to meet these commitments, changes to our asset management and funding structure must be made. Although these decisions are difficult to make, we are confident in the strength and community spirit of Strathfield locals, and that we can support each other to protect our future.

What's Happening?

After reviewing our current financial situation, Council has found that it has been producing operating deficits over the past few years, with this estimated to grow to \$15 million by 2033, with Council running out of cash in 2027.

Additionally, there is a significant funding backlog for the renewal of infrastructure assets such as roads, footpaths and buildings. The backlog has increased from \$12 million to a current backlog of around \$16.1 million.

This requires urgent and immediate action to protect the future of Strathfield. We must ensure we are financially sustainable not only now, but long into the future so the current generation and future generations will be able to enjoy the Oasis in the West that is Strathfield Council.

How Will We Fix it?

Council is proposing a number of actions to address the asset renewal backlog, and ensure a financially sustainable future, including:





- **Reducing the Domestic Waste Charge (DWMC)** by \$245 for every residential ratepayer (\$4m total). Council has reviewed our domestic waste service and decided that charges can be decreased, without reducing services. Instead of overpaying for waste services, the additional charges will be applied to general rates. This will allow the savings to be spent in more general and productive ways.
- **Savings and Productivity Improvement** - Council has undertaken an organisational wide service review, which identified and prioritised a number of savings. Some of these have already been implemented and others will be applied in future years. These savings included:
 - Savings (\$2 million): Already implemented and built into Council's cost structures, including \$161,000 of continuing savings post 2021-22.
 - Cost Reduction (\$1.9 million): Annual cost reduction to be implemented in line with proposed SRV application and included in the updated long term financial plan (LTFF).
 - Net Income Increases (\$1.1 million): To be implemented in line with proposed SRV application and included in the updated LTFF.
 - Efficiency & Productivity Gains (\$2.1 million annual) (\$1.2 million one-off): To be implemented in line with proposed SRV application and included in the updated LTFF.
 - We are also currently reviewing the Strathfield Connector Bus for possible cost savings. [You can have your say on the bus, by taking this survey.](#)
- **Establishing Industrial Rating Sub-Categories** will increase industrial site rates, ensuring residential ratepayers pay a smaller percentage of the total rates.
- **Addressing Cash Flow** with a loan borrowing program to expedite asset renewal funding.
- **Updating the Rating System** to increase revenue by \$15m over the next 4 years, whilst creating a fairer rating system.
- **Applying for a Special Rate Variation** with the Independent Pricing and Regulatory Tribunal (IPART) which would come into effect from 1 July 2023. Council is proposing two options, either a one off increase or increases over 4 years. The SRV will apply to all rate categories and the domestic waste charge transfer would occur in the 1st year.
- **Move from a Base to a Minimum Rating System** will see a minimum rate for all ratepayers initially of \$900 increasing to \$1,200 over 4 years. Approx. 70% of ratepayers will only pay the minimum rate and DWMC.

Protecting Our Future








Read The Info Booklet

இதை மற்ற மொழிகளில் படியுங்கள் | 다른 언어로 이것을 읽으십시오 | 阅读其他语言版本

-  **Strathfield Council SRV Booklet (English)**
PDF (1.43 MB)
-  **Strathfield Council SRV Booklet (Chinese Simplified)**
PDF (356.36 KB)
-  **Strathfield Council SRV Booklet (Korean)**
PDF (276.13 KB)
-  **Strathfield Council SRV Booklet (Tamil)**
PDF (309.16 KB)

Timeline

-  **Consultation begins**
7 December
-  **Main pop-up stalls and info sessions**
10 - 21 January
-  **Consultation closes**
31 January
-  **Council Extra-Ordinary Meeting**
28 February
Council will review the consultation report and make the final decision on whether to apply to IPART for an SRV
-  **Deadline for submission of application to IPART**

For 74% of ratepayers, the increase will be no more than 19.5% after 4 years. That's an extra \$1.77 per week over 4 years.

What Will Happen Without an SRV

Without a SRV application, Council will run out of cash in 2027, meaning that operating deficits will continue to increase, and local infrastructure assets will deteriorate.

Funds to fix and repair roads, footpaths and public buildings will be affected. As well as the level of community services that will need to be reduced including street sweeping, cleansing of public areas, library and customer services.

Council will need to identify other forms of revenue such as increasing parking meters throughout the LGA and increasing the cost of our services and charges.

What Will This Fund?



Renewing Roads & Footpaths



Improving Community Facilities



Pruning our Street Trees



Making our Town Centres Attractive



Improving Green Spaces



Making our Streetscapes Look Clean and Tidy

[Learn more about the condition of Council Assets.](#)

Have Your Say

Council's community consultation for the proposed Special Rate Variation closed on 31 January 2023.

Thank you to everyone who took time to submit their feedback for careful consideration.

Council will now collate all feedback and information and decide whether to apply for a special rate variation at a Council meeting on 28 February 2023. If an application is lodged and approved, it would come into effect on 1 July 2023.



Feedback survey

Take the survey by 31 January 2023.

Survey Now Closed



Attend an Information Session

Attend one of 3 info sessions.

Info Sessions now closed



Attend a Pop-up Stall

There will be 4 pop-up stalls around the LGA.

Pop up stalls now closed



Leave a Quick Comment

Let us know what you think.

Feedback now closed



Send Feedback by Mail

Send by post or email.

Feedback now closed

3 March

Should the application go ahead



IPART consultation takes place.

3 March - 9 June

Should the application go ahead



Determination made by IPART

9 June

Should the application go ahead



New rating system will apply

1 July

Should the application be successful

[See less](#)

Resources



Strathfield Council SRV Booklet

PDF (1.54 MB)



Delivery Program 2022

PDF (3.97 MB)



Long Term Financial Plan Report

PDF (1.72 MB)



SRV Background Paper

PDF (320.03 KB)



Draft Rating Classification Map

PDF (3.26 MB)

[See more](#)

Strathfield Connector Survey



The Strathfield Connector bus is under review for possible cost savings. Community consultation for this has now closed.

[Strathfield Connector](#)

Examples of New Rates Based on Land Value

Click here to see a list of examples of new rates based on land value.

[Examples of New Rates](#)

Condition of Council Assets

Click here to learn about the condition of Council assets and their management framework.

[Council Assets](#)

FAQs

What is a Special Rate Variation?	▼
What is the proposed Special Rate Variation?	▼
What is a Minimum Rate System?	▼
What Will My New Rates Be?	▼
How do Strathfield Council Rates Compare?	▼
What is Council's preferred option?	▼
What will happen without this SRV?	▼
Pensioner Rebate & Hardship	▼
What are Council Assets?	▼
What is Long-Term Financial Sustainability?	▼
Why Has Council Become Unsustainable Now?	▼
What is rate pegging?	▼
Why do we need an increase to our Council rates?	▼
Is Council currently in debt?	▼
Why is Council changing its waste charges?	▼
Can't you get more funding from other levels of government to help pay for things?	▼
What if I can't afford to pay my increased rates?	▼
Who is IPART and what do they do?	▼

Download a PDF Version of the FAQs


Community Rates Examples

Click here to read some examples from the community on how their rates will change.

Community Examples

Do you have a question?

Have questions or want to learn more about this SRV, contact us below:

-  Customer Service
-  (02) 9748 9999
-  council@strathfield.nsw.gov.au
-  www.strathfield.nsw.gov.au/council/contact-us/

PROTECTING OUR FUTURE



Council is seeking your feedback on a Special Rate Variation to ensure a financially sustainable and positive future for all residents.

INTRODUCTION

After reviewing our current financial situation, Council has found that it has been producing operating deficits over the past few years and has a significant funding backlog for the renewal of infrastructure assets such as roads, footpaths and buildings. The backlog has increased from \$1.2 million to a current backlog of around \$16.1 million.

These funding gaps have developed over many years, with previous councils not taking the required action earlier, when it would have prevented the current problem. This is the case for many local councils and for Strathfield in 2014 when the Council last considered this issue, they decided not to take action.

We are now in a difficult and confronting position, where a number of internal and external factors such as rate capping, high inflation, continued cost shifting from the State Government and many years of cost increases, exceed the increase in revenue. If no action is taken, Council will risk running out of money by 2027.

This requires urgent and immediate action to protect the future of Strathfield. We must ensure we are financially sustainable not only now, but long into the future so the current generation and future generations will be able to enjoy the Oasis in the West that is Strathfield Council.

Council has spent a significant amount of time considering how best to manage this problem with the least impact on residents and ratepayers, and is proposing several changes to allow us to maintain our assets and continue to provide quality services our community deserves.

The proposed changes include:

- **Reducing the Domestic Waste Charge** (DWMC) by \$245 for every residential ratepayer (\$4m total)

- **Savings and Productivity Improvements** initially resulting in \$1.3 million annually, increasing to an improvement of \$2.5 million by 2033. **Including a proposal to discontinue the Strathfield Connector Bus, which will include community consultation.**
- **Establishing Industrial Rating Sub-Categories** will increase industrial site rates, ensuring residential ratepayers pay a smaller percentage of the total rates.
- **Addressing Cash Flow** with a loan borrowing program to expedite asset renewal funding.
- **Updating the Rating System** to increase revenue by \$15m over the next 4 years, whilst creating a fairer rating system.
- **Applying for a Special Rate Variation** with the Independent Pricing and Regulatory Tribunal (IPART) which would come into effect from 1 July 2023. Council is proposing two options, either a one-off increase or increases over 4 years. The SRV will apply to all rate categories and the domestic waste charge transfer would occur in the 1st year.
- **Moving from a Base to a Minimum Rating System** will see a minimum rate for all ratepayers initially of \$900 increasing to \$1,200 over 4 years. Approx. 70% of ratepayers will only pay the minimum rate and DWMC.

These changes are not about expanding services or building new assets, they will generate income to address funding gaps, renew assets and maintain services, allowing Council to stay financially sustainable into the future.

Feedback from residents and ratepayers is vital to this process. Scan the QR code for more information and have your say by **31 January 2023**.

HAVE YOUR SAY

www.haveyoursay.strathfield.nsw.gov.au/protectingourfuture



Read this in other languages

இதனை மற்ற மொழிகளில் படியுங்கள்

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Proposed Special Rate Variation

The tables below show the percentage increase of rates for the *whole of Council* with the proposed 1 year plan, the proposed 4 year plan, the domestic waste charge transfer, and the predicated rate peg.



Reducing the Domestic Waste Charge will lower the cost for every residential ratepayer by \$245 pa.

OPTION 1: Single Year SRV

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste charge transfer	20.3%	n/a	n/a	n/a	20.3%
Option 1: Single year SRV (excluding domestic waste transfer & rate peg)	50.0%	n/a	n/a	n/a	50.0%
Option 1: Total single year SRV	74%	n/a	n/a	n/a	74.0% (88.3% if years 2-4 rate pegs are included)

Table 1a: Proposed SRV increases – Option 1

OPTION 2: 4 Year Option SRV

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste charge transfer	20.3%	n/a	n/a	n/a	20.3%
Option 2: Multi-year SRV (excluding domestic waste transfer & rate peg)	10.0%	5.0%	15.0%	15.0%	52.7%
Option 2: Total Multi-year SRV	34.0%	8.0%	17.5%	17.5%	99.8%

Table 1b: Proposed SRV increases – Option 2

In the first year of the proposed SRV's, Council intends to allocate all the domestic waste charge transfer, 20.3%, to the residential rate category, and for Council's preferred four year option, 10% to the business categories and subcategories. For years 2 - 4 the proposed SRV will be distributed evenly across the rating categories.

How do Strathfield Council Rates Compare?

Council	Residential Rate Average 2022/23	Domestic Waste Charge (DWMC) 2022/23	TOTAL Residential Rate Average + DWMC 2022/23	Business Average Rates 2022/23
Strathfield	\$845	\$795	\$1,640	\$4,116
Inner West	\$1,246	\$475	\$1,721	\$5,134
Lane Cove	\$1,359	\$475	\$1,834	\$3,354
Canterbury-Bankstown	\$1,255	\$585	\$1,840	\$6,434
Burwood	\$1,465	\$434	\$1,899	\$6,861
Woollahra	\$1,497	\$590	\$2,087	\$6,545
Mosman	\$1,552	\$649	\$2,201	\$3,830
Hunters Hill	\$2,374	\$600	\$2,974	\$1,351

Table 2: Council rate comparisons



Have Your Say

Visit the website for more detailed information, timelines and how you can make your voice heard.
Visit www.haveyoursay/strathfield.nsw.gov.au/protectingourfuture



How Does This Affect You?

The following table provides an indication for residential and business rating categories. The residential table shows the increase of rates for the next 4 years for the average ratepayer, as well as those paying the minimum rate (70% of ratepayers).

The domestic waste charge (DWMC) decrease is also included to show the full rate amount.

The impact on an individual's rates will differ depending on the unimproved land value (LV) of their property. From 1 July 2023, changes because of the general revaluation of land undertaken by the Valuer General will also come into effect.

PENSIONER REBATE & HARDSHIP

Council offers a \$250 pensioner concession on rates if you hold a pensioner concession card and your property is your sole or principal residence. Council will also continue its Financial Hardship Policy, which sets out how we can assist ratepayers who are experiencing difficulty of paying rates on time. You can find the Policy on the website.

RESIDENTIAL		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Residential Rates	Annual Rates	\$845	\$1,119	\$1,218	\$1,443	\$1,708	\$863
	Annual Increase		\$273	\$99	\$225	\$266	\$216
	Weekly Increase		\$5.24	\$1.90	\$4.31	\$5.10	\$4.14
	Add DWMC Current Charge	\$795	\$550	\$550	\$550	\$550	-\$245
	Annual Rates (with DWMC)	\$1,640	\$1,669	\$1,768	\$1,993	\$2,258	\$618
	Annual Increase (with DWMC)		\$28	\$99	\$225	\$266	\$155
	Weekly Increase (with DWMC)		\$0.54	\$1.90	\$4.31	\$5.10	\$2.97
Minimum Rates (70% of Ratepayers)	Minimum Rates	\$584*	\$900	\$1,000	\$1,100	\$1,200	\$616
	Annual Increase		\$316	\$100	\$100	\$100	\$154
	Weekly Increase		\$6.08	\$1.92	\$1.92	\$1.92	\$2.96
	Add DWMC Current Charge	\$795	\$550	\$550	\$550	\$550	-\$245
	Minimum Rates (with DWMC)	\$1,379	\$1,450	\$1,550	\$1,650	\$1,750	\$371
	Annual Increase (with DWMC)		\$71	\$100	\$100	\$100	\$93
	Weekly Increase (with DWMC)		\$1.36	\$1.92	\$1.92	\$1.92	\$1.78

Table 3: Impact on Residential ratepayers, 4 year option

*This is the average rate for those ratepayers who are on a minimum using the current base rate structure.

The Domestic Waste Charge will be reduced from \$795 to \$550 annually, therefore offsetting some of the increase in rates by \$245 for every residential ratepayer.

BUSINESS (ALL)		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Rates	Annual Rates	\$4,116	\$5,683	\$6,138	\$7,212	\$8,474	\$4,358
	Annual Increase		\$1,567	\$455	\$1,074	\$1,262	\$1,090
	Weekly Increase		\$30.05	\$8.73	\$20.60	\$24.20	\$20.90

Table 4: Impact on Business (all) ratepayers, 4 year option.

BUSINESS - INDUSTRIAL		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Rates	Annual	\$3,910	\$6,327	\$6,833	\$8,029	\$9,434	\$5,524
	Annual Increase		\$2,417	\$506	\$1,196	\$1,405	\$1,381
	Weekly Increase		\$46.36	\$9.71	\$22.93	\$26.95	\$26.49

Table 5: Impact on Business - Industrial ratepayers, 4 year option.

Minimum Rate Application

Part of this application seeks to replace Council's base rate structure with a minimum rate structure, which will allow the Council to transition to a fairer rates system.

The table below shows the proposed increase in the minimum rate for the next 4 years. The rate peg increase will not be applied during these transition years.

Year	Minimum Rate
2023-2024	\$900
2024-2025	\$1,000
2025-2026	\$1,100
2026-2027	\$1,200

For approximately 70% of residential ratepayers, the minimum rate and domestic waste charge is all you will pay.

Table 6: Proposed Minimum rates

What Will Happen Without an SRV

Without an SRV, and providing the current service levels, Council will run out of cash in 2027, operating deficits will continue to increase, and local infrastructure assets will deteriorate. There will be inadequate funds to fix and repair roads, footpaths and public buildings. The level of services will be reduced, including street sweeping and cleansing. Council will need to increase other revenues including parking and the cost of our services and charges.

WHAT WILL THIS FUND?

RENEWING ROADS & FOOTPATHS



PRUNING OUR STREET TREES



CLEANER & TIDIER STREETSCAPES



HAVE YOUR SAY

Share your feedback by 31 January 2023

Following a 6-week community engagement period in December 2022 – January 2023, Council will collate all feedback and information and decide whether to apply for a special rate variation at a Council meeting on 28 February 2023. If an application is lodged and approved, it would come into effect on 1 July 2023.

POP UP STALLS (10am-12pm)

Saturday 10 December: Homebush

(corner Rochester Rd and Burlington Rd)

Tuesday 13 December: Strathfield Plaza (outside Oporto)

Saturday 17 December: Community Room, Cooke Park

Saturday 21 January: Strathfield Council Library and Innovation Hub

INFO SESSIONS (6pm-7pm, Strathfield Town Hall)

Monday 12 December

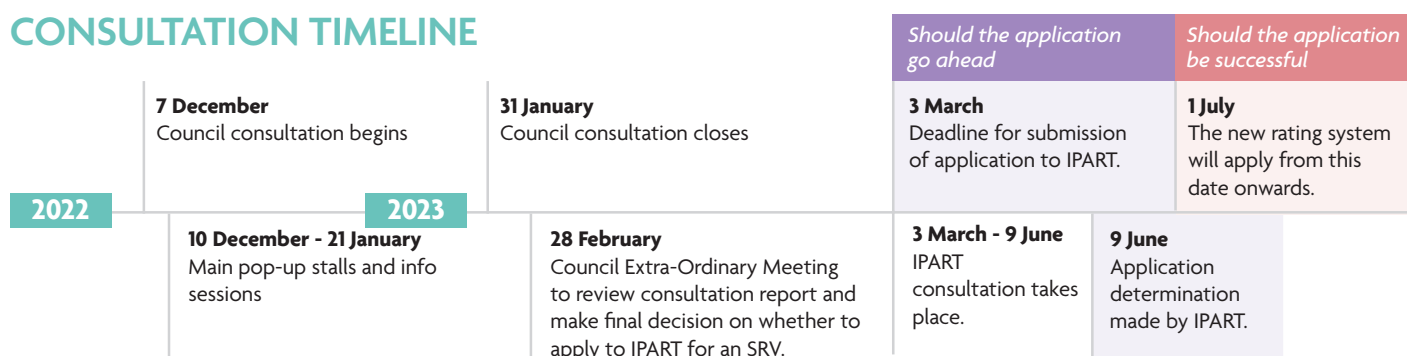
Wednesday 14 December

Thursday 15 December (online)

WEBSITE

Visit www.haveyoursay.strathfield.nsw.gov.au/protectingourfuture or scan the QR code on the front page.

CONSULTATION TIMELINE



@StrathfieldCouncil



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保障我们的未来



市议会现正征求大家对“特殊税率调整” (Special Rate Variation) 的意见，以确保市府财政稳续，保障全体市民未来福祉。

简介

市议会在审查当前财务情况后发现，过去几年长期处于赤字状态，一大笔养护道路、人行道、建筑物等基础设施的资金尚无着落。资金缺口从之前的120万澳元扩大到现在的1,610万澳元左右。

由于前几届市议会没有及时采取必要的措施，本可防患于未然的问题积少成多，年复一年造成了如今的资金缺口。不少地方议会都是如此。2014年，Strathfield市议会讨论过这个问题，但时任市府决定不采取措施。

眼下，我们面临着棘手的处境。税率上限、高通胀、州政府不断转嫁开支，加上多年来公共支出持续增加等等内外因素，让本市财政入不敷出。再不动，市议会将在2027年前耗尽府库。

为了保障Strathfield的未来，采取措施迫在眉睫。我们必须保障的不仅是现在，而且是未来的长期可持续财政收支。这样，我们这一代和子孙后代才能在Strathfield市议会辖区这片“西部绿洲”安居乐业。

市议会对如何在尽量减少对居民和纳税人的影响下妥善处理这个问题进行了深思熟虑，提出若干调整措施，以便在维护本市公共资产的基础上，继续为社区提供优质服务。

提出的措施有：

- **减免生活垃圾处理费** (DWMC) 每户纳税人减免245澳元 (总计400万澳元)

- **降本增效** 初期每年可节省130万澳元，到2033年达到250万澳元。具体包括停运免费的 **Strathfield Connector Bus**，对此将先进行社区咨询。
- **建立工商业税收估值子类** 将提高工商业用地税率，降低住宅纳税人在总税收中的纳税百分比。
- **解决现金周转问题**，通过借贷加快公共资产养护融资。
- **调整税收估值体系**，未来4年增收1500万澳元，同时建立一个更公平的税收估值体系。
- **申请特殊税率调整 (SRV)**，向独立定价与监管法庭 (IPART) 申请于2023年7月1日生效的这项税率调整。市议会提出两套增税方案，即一次性增加或分4年逐步增加。SRV将适用于所有税种，实施后第一年首先调整生活垃圾处理费。
- **从基本税收制过渡到最低税收制**，所有纳税人开始缴纳最低税额900澳元，然后在4年内逐步增加到1,200澳元。约70%的纳税人只需支付最低税额和生活垃圾处理费。

上述调整不涉及扩大公共服务或新建公共资产，相关财政收入只用于填补资金缺口、养护公共资产和维持公共服务，让市议会在今后保持财政收支平衡。

市民和纳税人对此的反馈意见极其重要。扫描二维码了解详情，并最迟在**2023年1月31日**提交意见。

发表你的意见

www.haveyoursay.strathfield.nsw.gov.au/protectingourfuture



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提议的特殊税率调整

下表为市议会总体税上涨的百分比，包括提议的1年期计划、4年期计划、生活垃圾处理费减免和预计的税率挂钩。



减免生活垃圾处理费，每户住宅纳税人每年可少缴245澳元。

方案1：1年期SRV

	2023-24	2024-25	2025-26	2026-27	复合计算
预计税率挂钩	3.7%	3.0%	2.5%	2.5%	12.2%
生活垃圾处理费减免	20.3%	不适用	不适用	不适用	20.3%
方案1：1年期SRV (不含生活垃圾处理费减免和税率挂钩)	50.0%	不适用	不适用	不适用	50.0%
方案1：1年期SRV合计	74%	不适用	不适用	不适用	74.0% (如果计入第2到第4年税率挂钩，则为88.3%)

表1a：提议的SRV增加 - 方案1

方案2：4年期SRV选项

	2023-24	2024-25	2025-26	2026-27	复合计算
预计税率挂钩	3.7%	3.0%	2.5%	2.5%	12.2%
生活垃圾处理费减免	20.3%	不适用	不适用	不适用	20.3%
方案2：多年期SRV (不含生活垃圾处理费减免和税率挂钩)	10.0%	5.0%	15.0%	15.0%	52.7%
方案2：多年期SRV合计	34.0%	8.0%	17.5%	17.5%	99.8%

表1b：提议的SRV增加 - 方案2

在提议的SRV的第一年中，市议会打算将生活垃圾处理费减免（20.3%）全部分配给住宅税类；对于市议会首选的四年期方案，则将10%分配给商业税类及其子类。对于第2到第4年，各税收估值类别平均分摊提议的SRV。

Strathfield市议会其与它各地税率的对比如何？

地区议会	2022/23年度平均住宅税	2022/23年度生活垃圾处理费	2022/23年度平均住宅税 + DWMC 合计	2022/23年度平均商业税
Strathfield	\$845	\$795	\$1,640	\$4,116
Inner West	\$1,246	\$475	\$1,721	\$5,134
Lane Cove	\$1,359	\$475	\$1,834	\$3,354
Canterbury-Bankstown	\$1,255	\$585	\$1,840	\$6,434
Burwood	\$1,465	\$434	\$1,899	\$6,861
Woollahra	\$1,497	\$590	\$2,087	\$6,545
Mosman	\$1,552	\$649	\$2,201	\$3,830
Hunters Hill	\$2,374	\$600	\$2,974	\$1,351

表2：市议会税率比较



发表您的意见

访问网站查看详情、时间表和反馈方式。

网址 www.haveyoursay/strathfield.nsw.gov.au/protectingourfuture



对你有何影响？

下表为住宅和商业税收估值类别。住宅税表显示了一般纳税人和最低税纳税人（70%的纳税人）未来4年的增税情况。

生活垃圾处理费（DWMC）减免包含在内，以显示纳税总额。

对个人税率的影响因其物业的“未改造土地的价值”而异。总估价师（Valuer General）对土地价值进行全面重估后产生的税费变化也将于2023年7月1日起生效。

养老金领取人退款和纾困政策

持养老金领取人优惠卡，且个人物业是唯一或主要住所的人，可享受市议会250澳元的养老金领取人优惠。市议会还将继续推行《纾困政策》（Financial Hardship Policy），按其中办法对无法按时缴税者予以援助。可在本市官方网站查看该政策。

住宅税		当前	提议	提议	提议	提议	总增幅/ 平均增幅
		2022/23	2023/24	2024/25	2025/26	2026/27	
平均住宅税	年税额	\$845	\$1,119	\$1,218	\$1,443	\$1,708	\$863
	年增幅		\$273	\$99	\$225	\$266	\$216
	周增幅		\$5.24	\$1.90	\$4.31	\$5.10	\$4.14
	含DWMC的当前收费	\$795	\$550	\$550	\$550	\$550	-\$245
	年税额（含DWMC）	\$1,640	\$1,669	\$1,768	\$1,993	\$2,258	\$618
	年增幅（含DWMC）		\$28	\$99	\$225	\$266	\$155
	周增幅（含DWMC）		\$0.54	\$1.90	\$4.31	\$5.10	\$2.97
最低税额(70%纳税人)	最低税额	\$584*	\$900	\$1,000	\$1,100	\$1,200	\$616
	年增幅		\$316	\$100	\$100	\$100	\$154
	周增幅		\$6.08	\$1.92	\$1.92	\$1.92	\$2.96
	含DWMC的当前收费	\$795	\$550	\$550	\$550	\$550	-\$245
	最低税额（含DWMC）	\$1,379	\$1,450	\$1,550	\$1,650	\$1,750	\$371
	年增幅（含DWMC）		\$71	\$100	\$100	\$100	\$93
	周增幅（含DWMC）		\$1.36	\$1.92	\$1.92	\$1.92	\$1.78

表 3：4 年期方案对住宅纳税人的影响

*这是当前基本税收结构下最低税纳税人的平均税额。

生活垃圾处理费由每年795澳元减至550澳元，因此，每位住宅纳税人可获得245澳元以抵消部分税额增长。

商业税（全部）		当前	提议	提议	提议	提议	总增幅/ 平均增幅
		2022/23	2023/24	2024/25	2025/26	2026/27	
平均税额	年税额	\$4,116	\$5,683	\$6,138	\$7,212	\$8,474	\$4,358
	年增幅		\$1,567	\$455	\$1,074	\$1,262	\$1,090
	周增幅		\$30.05	\$8.73	\$20.60	\$24.20	\$20.90

表 4：4 年期方案对商业（全部）纳税人的影响。

工商业税		当前	提议	提议	提议	提议	总增幅/ 平均增幅
		2022/23	2023/24	2024/25	2025/26	2026/27	
平均税额	年税额	\$3,910	\$6,327	\$6,833	\$8,029	\$9,434	\$5,524
	年增幅		\$2,417	\$506	\$1,196	\$1,405	\$1,381
	周增幅		\$46.36	\$9.71	\$22.93	\$26.95	\$26.49

表 5：4 年期方案对工商业纳税人的影响。

实行最低税收

实施该税制的部分目的在于谋求以最低税收架构取代基本税收架构，以此促进市议会过渡到更公平的税务体系。

下表为未来4年最低税额的提议增幅。在这些过渡年份中不采用税率挂钩上涨。

年份	最低税额
2023-2024	\$900
2024-2025	\$1,000
2025-2026	\$1,100
2026-2027	\$1,200

约70%的住宅纳税人
只需支付最低税额和
生活垃圾处理费。

表 6：提议的最低税额

不实施SRV会如何

如果不实施SRV，按照当前服务水平，市议会将在2027年耗尽资金，运营赤字持续增加，地方基础设施因无钱维护而不断老化变差。另外，也没有足够资金维修道路、人行道和公共建筑；街道清扫等公共服务水平将下降。市议会只能从其他渠道增收，比如提高停车费、服务费等政府收费。

所得收入如何使用？

养护道路和人行道



修剪行道树



街道清扫



发表你的意见

请最迟在2023年1月31日提交反馈

2022年12月至2023年1月，市议会将开展为期6周的公众咨询活动，之后将在2023年2月28日例会上讨论汇总的反馈意见和信息，研判是否申请特殊税率调整。如果提出申请并得到批准，将于2023年7月1日生效。

意见征集站（上午10:00-下午12:00）

12月10日（周六）：Homebush

(Rochester Rd 和 Burlington Rd 交汇处)

12月13日（周二）：Strathfield Plaza (Oporto 外)

12月17日（周六）：Cooke Park 社区活动室

1月21日（周六）：Strathfield市议会图书馆与创新中心

信息通报会（下午6:00-晚上7:00，Strathfield 市政厅）

12月12日（周一）

12月14日（周三）

12月15日（周四）（在线）

网站

访问 www.haveyoursay.strathfield.nsw.gov.au/protectingourfuture
或扫描首页上的二维码查看详情。

意见征询时间表

		是否递交SRV申请	如果申请成功
2022	12月7日 市议会征询开始	3月3日 向IPART提交申请的截止日期。	7月1日 新税收估值体系自此日期生效。
	12月10日至1月21日 意见征集站和信息通报会	3月3日至6月9日 IPART就申请进行征询。	6月9日 由IPART裁决是否批准。
2023	1月31日 市议会征询结束	2月28日 市议会召开特别会议审查社区征询报告，并最后决定是否向IPART申请SRV。	



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நம்முடைய எதிர்காலத்தைப் பாதுகாத்தல்

அனைத்து குடியிருப்பாளர்களுக்கும் நிதி ரீதியாக நிலையான மற்றும் சாதகமான எதிர்காலத்தை உறுதி செய்வதற்காகச் சிறப்புக் கட்டண மாற்றம் குறித்த உங்களுடைய கருத்தை மன்றம் கோருகிறது.

அறிமுகம்

நமது தற்போதைய நிதி நிலைமையை மதிப்பாய்வு செய்த பிறகு, கடந்த சில ஆண்டுகளாக அது செயல்பாட்டு பற்றாக்குறையை உருவாக்கி வருவதையும், சாலைகள், நடைபாதைகள் மற்றும் கட்டிடங்கள் போன்ற உள்கட்டமைப்புச் சொத்துகளை புதுப்பிப்பதில் குறிப்பிடத்தக்க நிதி பின்னடைவைக் கொண்டிருப்பதையும் மன்றம் கண்டறிந்துள்ளது. இந்தப் பின்னடைவு \$1.2 மில்லியனிலிருந்து \$16.1 மில்லியனாக தற்போது அதிகரித்திருக்கிறது.

இந்த நிதி இடைவெளிகள் பல ஆண்டுகளாக உருவாகியுள்ளன. முந்தைய நகர் மன்றங்கள் தேவையான எந்த ஆரம்பகால முயற்சிகளையும் எடுக்காமல் விட்டிருக்கின்றன. பல உள்ளூராட்சி மன்றங்களுக்கு இது தான் நிலை. ஸ்ட்ராத்தீல்ட் நகர் மன்றம் இந்தப் பிரச்சினையை கடைசியாக 2014-ல் பரிசீலித்தபோது, அவர்கள் நடவடிக்கை எடுக்க வேண்டாம் என்று முடிவு செய்தனர்.

கட்டண வரம்பு, உயர் பணவீக்கம், மாநில அரசிடமிருந்து தொடர்ச்சியான செலவு மாற்றல் மற்றும் பல ஆண்டுகால செலவு அதிகரிப்பு போன்ற பல உள் மற்றும் வெளிப்புற காரணிகள் வருவாயை விட அதிகமாகி இப்போது நாம் கடினமான சூழ்நிலையில் இருக்கிறோம். எந்த நடவடிக்கையும் எடுக்கப்படாவிட்டால், 2027-க்குள் மன்றத்திடம் பணமே இல்லாத சூழல் உருவாகிவிடும்.

இதனால், ஸ்ட்ராத்தீல்டின் எதிர்காலத்தைப் பாதுகாக்க உடனடியாகவும் அவசரமாகவும் சில நடவடிக்கைகளை எடுக்க வேண்டியதிருக்கிறது. நாம் இப்போது மட்டுமல்ல, எதிர்காலத்திலும் நிதி ரீதியாக நிலையானவர்களாக இருப்பதை உறுதி செய்ய வேண்டும், அதனால் தற்போதைய தலைமுறையும் மற்றும் வருங்கால சந்ததியினரும் மேற்கு நாடுகளில் உள்ள ஸ்ட்ராத்தீல்ட் மன்றம் என்ற பாலையின் சோலையை அனுபவிக்க முடியும்.

குடியிருப்பாளர்கள் மற்றும் கட்டணம் செலுத்துவோர் மீது குறைந்த பாதிப்பை ஏற்படுத்தும் வகையில் இந்தச் சிக்கலை எவ்வாறு சிறப்பாக நிர்வகிப்பது என்பதைக் கருத்தில் கொண்டு மன்றம் கணிசமான நேரத்தைச் செலவிட்டுள்ளது, மேலும் நம்முடைய சொத்துகளை பராமரிக்கவும், நமது சமூகத்திற்குத் தகுதியான தரமான சேவைகளைத் தொடர்ந்து வழங்கவும் பல மாற்றங்களை முன்மொழிகிறது.

முன்மொழியப்பட்ட மாற்றங்களில் அடங்குவன:

- **வீட்டுக்கழிவு கட்டணத்தைக் குறைத்தல்** (DWMC) ஒவ்வொரு குடியிருப்பு கட்டணம் செலுத்துவோருக்கும் \$245 வரை (\$4m மொத்தம்)

- **சேமிப்பு மற்றும் உற்பத்தி மேம்பாடுகள்** ஆண்டுக்கு தொடக்கத்தில் \$1.3 மில்லியன், இது 2033-க்குள் \$2.5 மில்லியனாக உயர்த்தப்படும். **ஸ்ட்ராத்தீல்ட் கனெக்டர் பஸ்ஸை நிறுத்துவதற்கான முன்மொழிவு உட்பட, இதில் சமூக ஆலோசனையும் அடங்கும்.**
- **தொழில்துறை மதிப்பீடு துணை வகைகளை நிறுவுதல்** தொழில்துறை தள கட்டணங்களை அதிகரிக்கும், இதனால், குடியிருப்பு கட்டணம் செலுத்துவோர் மொத்த கட்டணத்தில் சிறிய விழுக்காட்டினைச் செலுத்துவதை உறுதி செய்யும்.
- **பணப்புழக்கப் பிரச்சினையை தீர்த்தல்** சொத்து புதுப்பிப்பு நிதியை விரைவுபடுத்த கடன் வாங்கும் திட்டத்தைக்கொண்டு.
- **கட்டண அமைப்பை இற்றைப்படுத்தல்** நியாயமான கட்டண அமைப்பை உருவாக்கும் அதே வேளையில் அடுத்த 4 ஆண்டுகளில் வருவாயை \$15 மி. அளவுக்கு உயர்த்துவதற்கு.
- **சிறப்பு கட்டண மாறுபாட்டிற்கு விண்ணப்பித்தல்** ஜூலை 1, 2023 முதல் நடைமுறைக்கு வரும் தனித்த விலை மற்றும் ஒழுங்குமுறை தீர்ப்பாயத்திடம் (IPART) மன்றம் இரு விருப்பத்தேர்வுகளை முன்மொழிகிறது, அதாவது ஒரே நேரத்தில் அதிகரிக்கலாம் அல்லது தொடர்ந்து 4 ஆண்டுகள் சிறிது சிறிதாக அதிகரிக்கலாம். இந்த எஸ்.ஆர்.வி எல்லா கட்டண வகைப்பாடுகளுக்கும் பொருந்தும். வீட்டுக்கழிவு கட்டண மாற்றம் 1-வது ஆண்டில் செயல்படுத்தப்படும்.
- **அடிப்படை கட்டண அமைப்பிலிருந்து ஒரு குறைந்தபட்ச கட்டண அமைப்பிற்கு மாறுதல்** அனைத்து கட்டணம் செலுத்துபவர்களுக்கும் உரிய குறைந்தபட்சக் கட்டணம் \$900-ஆக இருக்கும். இது படிப்படியாக அடுத்த 4 ஆண்டுகளில் \$1,200-ஆக உயர்த்தப்படும். கட்டணம் செலுத்துவோரில் தோராயமாக 70% குறைந்தபட்ச கட்டணத்தையும் DWMC-யையுமே செலுத்துவார்கள்.

இந்த மாற்றங்கள் சேவைகளை விரிவுபடுத்துவதற்கோ அல்லது புதிய சொத்துகளை உருவாக்குவதற்கோ அல்ல, அவை நிதி இடைவெளிகளை நிவர்த்தி செய்வதற்கும், சொத்துகளை புதுப்பிப்பதற்கும் மற்றும் சேவைகளை பராமரிப்பதற்கும் வருமானத்தை உருவாக்கி எதிர்காலத்தில் மன்றம் நிதி ரீதியாக நிலையானதாக இருக்க அனுமதிப்பதற்கு மட்டுமே.

இதில் குடியிருப்போர் மற்றும் கட்டணம் செலுத்துவோரின் பின்னூட்டம் மிக முக்கியமானவை. கூடுதல் விவரங்களுக்கு இந்த QR குறியீட்டை ஸ்கேன் செய்து 31 ஜனவரி 2023-க்குள் உங்களுடைய கருத்துக்களைத் தெரிவிக்கலாம்.

உங்களுடைய கருத்துகளைத் தெரிவியுங்கள்

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다른 언어로 이것을 읽으십시오

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முன்மொழியப்பட்டுள்ள சிறப்பு கட்டண மாறுபாடு

முன்மொழியப்பட்ட 1-ஆண்டுத் திட்டம், முன்மொழியப்பட்ட 4 ஆண்டுத் திட்டம், வீட்டுக் கழிவுக் கட்டணப் பரிமாற்றம் மற்றும் முன்கணிக்கப்பட்ட கட்டண பெக் (வளர்ச்சிக்கு விலை/வருவாய் விகிதம்) ஆகியவற்றுடன் கவுன்சில் முழுவதிலும் உள்ள கட்டணங்களின் விழுக்காட்டு அதிகரிப்பை கீழே உள்ள அட்டவணைகள் காட்டுகின்றன.



வீட்டுக்கழிவு கட்டணத்தைக் குறைத்தல் ஒவ்வொரு குடியிருப்பு கட்டணம் செலுத்துவோருக்கும் ஆண்டுக்கு \$245-வரை செலவைக் குறைக்கும்.

விருப்பத்தேர்வு 1: ஒற்றை ஆண்டு எஸ்சூர்வி

	2023-24	2024-25	2025-26	2026-27	கூட்டுத்தொகை
முன்கணிப்பு கட்டண பெக்	3.7%	3.0%	2.5%	2.5%	12.2%
வீட்டுக்கழிவு கட்டணப் பரிமாற்றம்	20.3%	n/a	n/a	n/a	20.3%
தெரிவு 1: ஒற்றை ஆண்டு எஸ்சூர்வி (வீட்டுக்கழிவு கட்டணப் பரிமாற்றம் அத்துடன் கட்டண பெக்-ஐ தவிர்த்து)	50.0%	n/a	n/a	n/a	50.0%
விருப்பத்தேர்வு 1: மொத்த ஒற்றை ஆண்டு எஸ்சூர்வி	74%	n/a	n/a	n/a	74.0% (2-4 ஆண்டுகளின் கட்டண பெக்ஸ் சேர்க்கப்பட்டால் 88.3%)

அட்டவணை 1a: முன்மொழியப்பட்ட எஸ்சூர்வி அதிகரிப்புகள் - தெரிவு 1

விருப்பத்தேர்வு 2: 4 ஆண்டு எஸ்சூர்வி

	2023-24	2024-25	2025-26	2026-27	கூட்டுத்தொகை
முன்கணிப்பு கட்டண பெக்	3.7%	3.0%	2.5%	2.5%	12.2%
வீட்டுக்கழிவு கட்டணப் பரிமாற்றம்	20.3%	n/a	n/a	n/a	20.3%
விருப்பத்தேர்வு 2: பல ஆண்டு எஸ்சூர்வி (விருப்பத்தேர்வு 2: மொத்த பல ஆண்டு எஸ்சூர்வி)	10.0%	5.0%	15.0%	15.0%	52.7%
விருப்பத்தேர்வு 2: மொத்த பல ஆண்டு எஸ்சூர்வி	34.0%	8.0%	17.5%	17.5%	99.8%

அட்டவணை 1b: முன்மொழியப்பட்ட எஸ்சூர்வி அதிகரிப்புகள் - தெரிவு 2

முன்மொழியப்பட்ட எஸ்சூர்வி-களின் முதல் ஆண்டில், அனைத்து வீட்டுக் கழிவுக் கட்டணப் பரிமாற்றத்தையும், 20.3%, குடியிருப்பு கட்டண வகைக்கும், மன்றத்தின் விருப்பமான நான்கு ஆண்டு விருப்பத்திற்கு, 10% வணிகப் பிரிவுகள் மற்றும் துணைப்பிரிவுகளுக்கும் ஒதுக்கீடு செய்ய மன்றம் கருதியுள்ளது. 2-4 ஆண்டுகளுக்கு முன்மொழியப்பட்ட எஸ்சூர்வி கட்டண வகைகளில் சமமாக விநியோகிக்கப்படும்.

ஸ்ட்ராத்தஃபீல்ட் மன்றத்தின் விகிதங்கள் எவ்வாறு ஒப்பிடப்படுகின்றன?

மன்றம்	குடியிருப்பு கட்டணச் சராசரி 2022/23	வீட்டுக்கழிவு கட்டணம் (DWMC) 2022/23	மொத்த குடியிருப்பு கட்டணச் சராசரி + DWMC 2022/23	தொழில் சராசரி கட்டணங்கள் 2022/23
Strathfield	\$845	\$795	\$1,640	\$4,116
Inner West	\$1,246	\$475	\$1,721	\$5,134
Lane Cove	\$1,359	\$475	\$1,834	\$3,354
Canterbury-Bankstown	\$1,255	\$585	\$1,840	\$6,434
Burwood	\$1,465	\$434	\$1,899	\$6,861
Woollahra	\$1,497	\$590	\$2,087	\$6,545
Mosman	\$1,552	\$649	\$2,201	\$3,830
Hunters Hill	\$2,374	\$600	\$2,974	\$1,351

அட்டவணை 2: மன்ற கட்டண ஒப்பீடுகள்



உங்களுடைய கருத்துகளைத் தெரிவியுங்கள்

கூடுதல் விவரங்களுக்கும், கால அளவுகளுக்கும், உங்களுடைய கருத்துகளை எப்படித் தெரிவிக்கலாம் என்பது பற்றிய தகவல்களுக்கும் எமது வலைத்தளத்தைப் பார்க்கவும். வலைத்தளத்தைப் பார்க்கவும்: www.haveyoursay/strathfield.nsw.gov.au/protectingourfuture



இது உங்களை எப்படிப் பாதிக்கிறது?

குடியிருப்பு மற்றும் வர்த்தக கட்டண வகைகளுக்கான ஒரு குறிப்பை கீழ்க்காணும் அட்டவணை வழங்குகிறது. அடுத்த 4 ஆண்டுகளுக்கு சராசரி கட்டணம் செலுத்துபவர்களுக்கான, மற்றும் குறைந்தபட்ச கட்டணங்களைச் செலுத்துபவர்களுக்கான (கட்டணம் செலுத்துபவர்களில் 70% பேர்) கட்டண அதிகரிப்பினை குடியிருப்போருக்கான அட்டவணை காட்டுகிறது.

முழுக் கட்டணத் தொகையைக் காட்டுவதற்காக வீட்டுக்கழிவுக் கட்டண (DWMC) குறைப்பும் சேர்க்கப்பட்டிருக்கிறது.

தங்களுடைய சொத்தின் மேம்படுத்தப்படாத நில மதிப்பினைப் (LV) பொறுத்து தனிநபர்களின் கட்டணங்களின்மீதுள்ள தாக்கம் வேறுபடும். 1 ஜூலை 2023 முதல், பொது மதிப்பீட்டாளரின் (Valuer General) நில பொது மறுமதிப்பீட்டினால் ஏற்படும் மாற்றங்களும் நடைமுறைக்கு வரும்.

ஓய்வூதியதாரர் தள்ளுபடியும் இன்னலும்

உங்களிடம் ஓய்வூதியதாரர் சலுகை அட்டை இருந்தால், உங்களுடைய சொத்து உங்களுடைய தனிப்பட்ட சொத்தாக அல்லது முதன்மை குடியிருப்பாக இருந்தால், கட்டணத்தில் \$250 ஓய்வூதியதாரர் சலுகையை மன்றம் வழங்குகிறது. குறிப்பிட்ட நேரத்தில் கட்டணங்களைச் செலுத்துவதில் சிரமத்தை அனுபவிக்கும் கட்டணம் செலுத்துவோருக்கு உதவுவதற்கான தன்னுடைய நிதிக் கஷ்ட கொள்கையையும் (Financial Hardship Policy) மன்றம் தொடரும். அந்தக் கொள்கையை நீங்கள் வலைத்தளத்தில் காணலாம்.

குடியிருப்பு		நடப்பு	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	மொத்த / சராசரி அதிகரிப்பு
		2022/23	2023/24	2024/25	2025/26	2026/27	
சராசரி குடியிருப்பு கட்டணங்கள்	வருடாந்திர கட்டணங்கள்	\$845	\$1,119	\$1,218	\$1,443	\$1,708	\$863
	வருடாந்திர அதிகரிப்பு		\$273	\$99	\$225	\$266	\$216
	வாராந்திர அதிகரிப்பு		\$5.24	\$1.90	\$4.31	\$5.10	\$4.14
	DWMC நடப்புக் கட்டணத்தைச் சேர்க்கவும்	\$795	\$550	\$550	\$550	\$550	-\$245
	வருடாந்திர கட்டணங்கள் (DWMC-யுடன்)	\$1,640	\$1,669	\$1,768	\$1,993	\$2,258	\$618
	வருடாந்திர அதிகரிப்பு (DWMC-யுடன்)		\$28	\$99	\$225	\$266	\$155
	வாராந்திர அதிகரிப்பு (DWMC-யுடன்)		\$0.54	\$1.90	\$4.31	\$5.10	\$2.97
குறைந்தபட்ச கட்டணங்கள் (கட்டணம் வரிசெலுத்துபவர்களில் 70%)	குறைந்தபட்ச கட்டணங்கள்	\$584*	\$900	\$1,000	\$1,100	\$1,200	\$616
	வருடாந்திர அதிகரிப்பு		\$316	\$100	\$100	\$100	\$154
	வாராந்திர அதிகரிப்பு		\$6.08	\$1.92	\$1.92	\$1.92	\$2.96
	DWMC நடப்புக் கட்டணத்தைச் சேர்க்கவும்	\$795	\$550	\$550	\$550	\$550	-\$245
	குறைந்தபட்ச கட்டணங்கள் (DWMC-யுடன்)	\$1,379	\$1,450	\$1,550	\$1,650	\$1,750	\$371
	வருடாந்திர அதிகரிப்பு (DWMC-யுடன்)		\$71	\$100	\$100	\$100	\$93
	வாராந்திர அதிகரிப்பு (DWMC-யுடன்)		\$1.36	\$1.92	\$1.92	\$1.92	\$1.78

அட்டவணை 3: குடியிருப்புக் கட்டணம் செலுத்துபவர்களின்மீதான தாக்கம், 4 ஆண்டு விருப்பத்தேர்வு

*குறைந்தபட்சம் நடப்பு அடிப்படைக் கட்டண கட்டமைப்பைப் பயன்படுத்தும் கட்டணம் செலுத்துபவர்களுக்கான சராசரி வீதம் இது.

வீட்டுக் கழிவுக் கட்டணம் ஆண்டுதோறும் \$795-ல் இருந்து \$550-ஆகக் குறைக்கப்படும், எனவே ஒவ்வொரு குடியிருப்புக் கட்டணம் செலுத்துபவருக்கும் சில கட்டணங்கள் \$245 ஆக உயர்த்தப்படும்.

வர்த்தகம் (அனைத்தும்)		நடப்பு	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	மொத்த / சராசரி அதிகரிப்பு
		2022/23	2023/24	2024/25	2025/26	2026/27	
சராசரிக் கட்டணங்கள்	வருடாந்திர கட்டணங்கள்	\$4,116	\$5,683	\$6,138	\$7,212	\$8,474	\$4,358
	வருடாந்திர அதிகரிப்பு		\$1,567	\$455	\$1,074	\$1,262	\$1,090
	வாராந்திர அதிகரிப்பு		\$30.05	\$8.73	\$20.60	\$24.20	\$20.90

அட்டவணை 4: வர்த்தகம் (அனைத்தும்) கட்டணம் செலுத்துவோரின்மீது ஏற்படும் தாக்கம், 4 ஆண்டு விருப்பத்தேர்வு.

வர்த்தகம் - தொழில்		நடப்பு	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	முன்மொழி-யப்பட்டது	மொத்த / சராசரி அதிகரிப்பு
		2022/23	2023/24	2024/25	2025/26	2026/27	
சராசரிக் கட்டணங்கள்	வருடாந்திரம்	\$3,910	\$6,327	\$6,833	\$8,029	\$9,434	\$5,524
	வருடாந்திர அதிகரிப்பு வருடாந்திர அதிகரிப்பு		\$2,417	\$506	\$1,196	\$1,405	\$1,381
	வாராந்திர அதிகரிப்பு		\$46.36	\$9.71	\$22.93	\$26.95	\$26.49

அட்டவணை 5: வர்த்தகம்-தொழில் கட்டணம் செலுத்துவோரின்மீது ஏற்படும் தாக்கம், 4 ஆண்டு விருப்பத்தேர்வு.

குறைந்தபட்சக் கட்டண விண்ணப்பம்

இந்த விண்ணப்பத்தின் ஒரு பகுதி மன்றத்தின் அடிப்படை விகிதக் கட்டமைப்பை குறைந்தபட்ச விகிதக் கட்டமைப்பாக மாற்ற முயல்கிறது, இதனால் மன்றம் நியாயமான கட்டண முறைக்கு மாற முடியும்.

அடுத்த 4 ஆண்டுகளுக்கு குறைந்தபட்ச கட்டணத்தில் முன்மொழியப்பட்ட அதிகரிப்பை கீழே உள்ள அட்டவணை காட்டுகிறது. இந்த நடைமுறை மாற்றம் செய்யப்படும் ஆண்டுகளில் கட்டண பெக் அதிகரிப்பு பயன்படுத்தப்படாது.

ஆண்டு	குறைந்தபட்ச கட்டணம்
2023-2024	\$900
2024-2025	\$1,000
2025-2026	\$1,100
2026-2027	\$1,200

ஏறக்குறைய 70% வீட்டுக் கட்டணம் செலுத்துபவர்களைப் பொறுத்தவரை, குறைந்தபட்ச கட்டணம் மற்றும் வீட்டுக் கழிவுக் கட்டணம் மட்டுமே நீங்கள் செலுத்த வேண்டும்.

அட்டவணை 6: முன்மொழியப்பட்ட குறைந்தபட்சக் கட்டணங்கள்

எஸ்தர்வி இல்லாமல் என்ன நடக்கும்

எஸ்தர்வி இல்லாமல், தற்போதைய சேவைகளை அதே அளவில் வழங்கினால், 2027-ல் மன்றத்தின் பணம் தீர்ந்துவிடும், செயல்பாட்டு பற்றாக்குறைகள் தொடர்ந்து அதிகரிக்கும், மேலும் உள்ளூர் உள்கட்டமைப்பு சொத்துகள் மோசமடையும். சாலைகள், நடைபாதைகள் மற்றும் பொது கட்டிடங்களை சரிசெய்யவும், பழுதுநீக்கவும் போதுமான நிதி இருக்காது. தெருவைக் கூட்டுதல் மற்றும் சுத்தம் செய்தல் உள்ளிட்ட சேவைகளின் அளவு குறைக்கப்படும். பார்க்கிங் மற்றும் எங்கள் சேவைகள் மற்றும் கட்டணங்கள் உள்ளிட்ட பிற வருவாய்களை மன்றம் அதிகரிக்க வேண்டும்.

இந்த நிதி எதற்குப் பயன்படுத்தப்படும்?

சாலைகள் மற்றும் நடைபாதைகளைப் புதுப்பித்தல்



நம்முடைய தெருவில் உள்ள மரங்களைச் சீரமைத்தல்



சுத்தமான மற்றும் மிடுக்கான தெருக்களைப் பேண



உங்களுடைய கருத்துகளைத் தெரிவியுங்கள்

31 ஜனவரி 2023-க்குள் உங்களுடைய கருத்துகளைப் பகிரவும்

டிசம்பர் 2022-ஜனவரி 2023 இல் 6 வார சமூக ஈடுபாட்டிற்குப் பிறகு, மன்றம் அனைத்து கருத்துகளையும் தகவல்களையும் தொகுத்து, 28 பிப்ரவரி 2023 அன்று மன்றக் கூட்டத்தில் சிறப்பு கட்டண மாறுபாட்டிற்கு விண்ணப்பிக்க வேண்டுமா என்பதை முடிவு செய்யும். ஒரு விண்ணப்பம் பதிவு செய்யப்பட்டு அங்கீகரிக்கப்பட்டால், அது ஜூலை 1, 2023 முதல் நடைமுறைக்கு வரும்.

பாப் அப் ஸ்டால்கள் (காலை 10 - நண்பகல் 12)

சனி 10 டிசம்பர்: ஹோம்புஷ்

(கார்னர் ரோசெஸ்டர் சாலை மற்றும் பர்லிங்டன் சாலை)

செவ்வாய் 13 டிசம்பர்: ஸ்டிராத்தீஃபீல்ட் பிளாஸா

(ஓபோர்டோவுக்கு வெளியில்)

சனி 17 டிசம்பர்: கம்யூனிட்டி ரூம், குக் பார்க்

சனி 21 ஜனவரி: ஸ்டிராத்தீஃபீல்ட் கவுன்சில் நூலகம் மற்றும்

இன்னோவேஷன் ஹப்

தகவல் அமர்வுகள் (மாலை 6 - 7, ஸ்டிராத்தீஃபீல்ட் லவுன் ஹால்)

திங்கள் 12 டிசம்பர்

புதன் 14 டிசம்பர்

வியாழன் 15 டிசம்பர் (நிகழ்நிலை)

வலைதளம்

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வலைத்தளத்தைப் பார்க்கவும் அல்லது முகப்புப் பக்கத்தில் உள்ள

QR குறியீட்டை ஸ்கேன் செய்யவும்.

ஆலோசனை நேரங்கள்

2022		2023		விண்ணப்பம் தொடர வேண்டுமா	விண்ணப்பம் வெற்றியடைந்தால்
7 டிசம்பர் மன்றத்தின் ஆலோசனை தொடங்குகிறது		31 ஜனவரி மன்றத்தின் ஆலோசனை முடிவடைகிறது		3 மார்ச் IPART-க்கு விண்ணப்பத்தைச் சமர்ப்பிப்பதற்கான கடைசி நாள்.	1 ஜூலை இந்த நாள் முதல் புதிய ரேட்டிங் அமைப்பு செயல்படுத்தப்படும்
10 டிசம்பர் - 21 ஜனவரி பிரதான பாப் அப் ஸ்டால்கள் மற்றும் தகவல் அமர்வுகள்		28 பிப்ரவரி ஆலோசனை அறிக்கையை மதிப்பாய்வு செய்வதற்கும், ஒரு எஸ்தர்விக்காக IPART-க்கு விண்ணப்பிக்க வேண்டுமா என்பது குறித்து இறுதி முடிவு எடுப்பதற்கும் மன்றத்தின் சிறப்புக் கூட்டம்.		3 மார்ச் - 9 ஜூன் IPART ஆலோசனை நடக்கிறது.	9 ஜூன் IPART-னால் விண்ணப்பம் தீர்மானிக்கப்படும்.



@StrathfieldCouncil



@StrathfieldMC



@StrathfieldCouncil

미래를 보호하는 대책



카운슬은 모든 주민에게 재정적으로 지속 가능하고 긍정적인 미래를 보장하기 위해 특별 세율 변경에 대한 의견을 수렴하고자 합니다.

개요

현재 재정 상황을 검토한 카운슬은 지난 몇 년 동안 운영 적자를 내면서 도로와 보도, 건물 등과 같은 기반 시설 자산을 개보수하는 예산이 상당히 부족하다는 것을 파악했습니다. 예산 부족분이 \$120만 달러에서 현재 약 \$1,610만 달러로 증가했습니다.

이러한 예산 부족은 수년에 걸쳐 이루어져 왔으며, 이전 카운슬들은 지금의 문제를 예방할 수 있는 필요한 조치를 조기에 취하지 않았습니다. 여러 지역 카운슬이 이러한 상황에 해당하며, 스트라스필드 카운슬도 2014년에 이 문제를 마지막으로 고려했을 때 조치하지 않기로 결정했습니다.

카운슬은 현재 세액 상한, 높은 인플레이션, 주 정부로부터 지속적인 비용 이전, 수년간의 비용 증가 등과 같은 많은 내외부 요인으로 지출이 세입의 증가를 초과하는 어려운 상황에 직면하고 있습니다. 아무런 조치를 취하지 않으면, 카운슬은 2027년에 예산이 바닥날 위험에 처하게 됩니다.

그러므로 스트라스필드의 미래를 보호하기 위해 긴급하고 즉각적인 조치가 필요합니다. 현재 세대와 미래 세대가 스트라스필드 카운슬이라는 서부의 오아시스를 향유할 수 있도록 현재뿐만 아니라 미래에도 지속 가능한 재정이 유지되도록 해야 합니다.

카운슬은 상당한 시간을 들여 어떻게 하면 주민과 납세자에게 미치는 영향을 최소화하면서 이 문제에 대처할 수 있을지 최선의 방법을 고민했습니다. 카운슬의 자산을 유지하고 지역사회가 마땅히 받아야 할 양질의 서비스를 지속해서 제공할 수 있도록 몇 가지 변경사항을 제안합니다.

제안된 변경사항:

- **생활 폐기물 부담금 (DWMC) 인하** 주거용 납세자 일 인당 \$245(총 \$400만) 달러가 줄어듭니다.

- **비용 절감 및 생산성 개선** 절감 및 개선 효과는 연간 \$130만 달러에서 시작하여 2033년까지 \$250만 달러로 증대됩니다. **지역사회 협의 과정에서 다룰 스트라스필드 커넥터 버스 운행 중단 제안 포함.**
- **산업 과세 하위 범주 수립** 산업 부문 과세를 증액하여 전체 세액에서 주거용 납세자가 부담하는 비율이 더 낮도록 보장합니다.
- **현금 흐름 해소** 대출금 차입 프로그램을 통해 자산 개보수 예산을 더욱 신속하게 처리합니다.
- **과세 제도 개선** 더욱 공정한 과세 제도를 수립하여 향후 4년 동안 \$1,500만 달러의 세입이 늘어납니다.
- **특별 세율 변경 신청** 독립물가규제위원회(IPART)의 승인을 거치면 2023년 7월 1일부터 시행됩니다. 카운슬은 일회 증액 또는 4년에 걸친 증액, 두 가지 방안을 제안하고 있습니다. 특별 세율 변경(SRV)은 모든 과세 범주에 적용되며 생활 폐기물 부담금 이전은 첫해에 시행될 것입니다.
- **기본 과세에서 최저 과세 제도로 변환** 모든 납세자의 최저 세액이 애초 \$900 달러에서 4년에 걸쳐 \$1,200 달러까지 증가합니다. 납세자의 약 70%는 최저 세액과 DWMC만 내면 됩니다.

이러한 변화는 서비스 확대나 새로운 자산 구축을 위한 것이 아니라 예산 부족 해결, 자산 재개발, 서비스 유지 등을 위한 수입을 창출하여 카운슬이 미래에도 지속 가능한 재정을 유지할 수 있도록 하기 위함입니다.

이 과정에서 주민과 납세자의 의견이 매우 중요합니다. QR 코드를 스캔하여 자세한 내용을 살펴보고 **2023년 1월 31일**까지 의견을 개진해 주십시오.

의견을 개진하세요

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제안된 특별 세율 변경

아래 표는 제안된 1년 계획, 4년 계획, 생활 폐기물 부담금 이전, 예상 고정 세율 등 카운슬 전체에 대한 세액 인상률을 나타냅니다.



생활 폐기물 부담금
인하로 주거용 납세자
일 인당 비용이
연간 \$245 달러가
줄어듭니다.

방안 1: 단년도 SRV

	2023-24	2024-25	2025-26	2026-27	복리
예상 고정 세율	3.7%	3.0%	2.5%	2.5%	12.2%
생활 폐기물 부담금 이전	20.3%	n/a	n/a	n/a	20.3%
방안 1: 단년도 SRV (생활 폐기물 부담금 이전 및 고정 세율 제외)	50.0%	n/a	n/a	n/a	50.0%
방안 1: 총 단년도 SRV	74%	n/a	n/a	n/a	74.0% (2-4년 고정 세율이 포함될 경우 88.3%)

표 1a: 제안된 SRV 인상 - 방안 1

방안 2: 4개년도 SRV

	2023-24	2024-25	2025-26	2026-27	복리
예상 고정 세율	3.7%	3.0%	2.5%	2.5%	12.2%
생활 폐기물 부담금 이전	20.3%	n/a	n/a	n/a	20.3%
방안 2: 다년도 SRV (생활 폐기물 부담금 이전 및 고정 세율 제외)	10.0%	5.0%	15.0%	15.0%	52.7%
방안 2: 총 다년도 SRV	34.0%	8.0%	17.5%	17.5%	99.8%

표 1b: 제안된 SRV 인상 - 방안 2

제안된 SRV 첫해에 카운슬은 모든 생활 폐기물 부담금 이전의 20.3%를 주거용 과세 범주에 할당하고, 카운슬이 선호하는 4개년도 방안은 사업체 범주와 하위 범주에 10%를 할당하는 계획입니다. 제안된 SRV는 2-4년 동안 과세 범주에 걸쳐 균등하게 배분될 것입니다.

스트라스필드 카운슬 세액 비교

카운슬	2022/23년 주거용 평균 세액	2022/23년 생활 폐기물 부담금(DWMC)	2022/23년 총 주거용 평균 세액 + DWMC	2022/23년 사업체 평균 세액
Strathfield	\$845	\$795	\$1,640	\$4,116
Inner West	\$1,246	\$475	\$1,721	\$5,134
Lane Cove	\$1,359	\$475	\$1,834	\$3,354
Canterbury-Bankstown	\$1,255	\$585	\$1,840	\$6,434
Burwood	\$1,465	\$434	\$1,899	\$6,861
Woollahra	\$1,497	\$590	\$2,087	\$6,545
Mosman	\$1,552	\$649	\$2,201	\$3,830
Hunters Hill	\$2,374	\$600	\$2,974	\$1,351

표 2: 카운슬 세액 비교



의견을 개진하세요

자세한 내용과 일정 및 의견을 개진하는 방법 등은 웹사이트를 참조하십시오.
웹사이트 www.haveyoursay/strathfield.nsw.gov.au/protectingourfuture



개인에게 미치는 영향

아래 표는 주거용 및 사업체 과세 범주에 따른 변경사항을 나타냅니다. 주거용 표는 평균 납세자와 최저 세액을 내는 납세자(납세자의 70%)에 대해 향후 4년 동안 세액의 증가세를 보여줍니다.

전체 세액을 표시하기 위해 생활 폐기물 부담금(DWMC) 인하도 포함되었습니다.

개인의 세액에 미치는 영향은 해당 부동산의 미개발 토지 가치(LV)에 따라 다릅니다. 감정평가원이 실시한 일반적인 토지 재평가로 인한 변경사항도 2023년 7월 1일부터 시행됩니다.

연금 수급자 할인 및 금융 지원

카운슬은 연금 수급자 할인 카드를 소지하고 소유한 부동산이 하나뿐이거나 주 거주지인 경우 해당 세액에 \$250 달러의 연금 수급자 할인 혜택을 제공합니다. 또한 카운슬은 세금을 제때 납부하는 데 어려움을 겪는 납세자를 돕는 방법을 명시한 금융 지원 정책도 계속 시행할 것입니다. 해당 정책은 웹사이트에서 확인할 수 있습니다.

주거용		현행	제안	제안	제안	제안	총/평균 증액
		2022/23	2023/24	2024/25	2025/26	2026/27	
주거용 평균 세액	연간 세액	\$845	\$1,119	\$1,218	\$1,443	\$1,708	\$863
	연간 증액		\$273	\$99	\$225	\$266	\$216
	주당 증액		\$5.24	\$1.90	\$4.31	\$5.10	\$4.14
	DWMC 현행 금액 가산	\$795	\$550	\$550	\$550	\$550	-\$245
	연간 세액 (DWMC 포함)	\$1,640	\$1,669	\$1,768	\$1,993	\$2,258	\$618
	연간 증액 (DWMC 포함)		\$28	\$99	\$225	\$266	\$155
	주당 증액 (DWMC 포함)		\$0.54	\$1.90	\$4.31	\$5.10	\$2.97
최저 세액 (납세자의 70%)	최저 세액	\$584*	\$900	\$1,000	\$1,100	\$1,200	\$616
	연간 증액		\$316	\$100	\$100	\$100	\$154
	주당 증액		\$6.08	\$1.92	\$1.92	\$1.92	\$2.96
	DWMC 현행 금액 가산	\$795	\$550	\$550	\$550	\$550	-\$245
	최저 세액 (DWMC 포함)	\$1,379	\$1,450	\$1,550	\$1,650	\$1,750	\$371
	연간 증액 (DWMC 포함)		\$71	\$100	\$100	\$100	\$93
	주당 증액 (DWMC 포함)		\$1.36	\$1.92	\$1.92	\$1.92	\$1.78

표 3: 주거용 납세자에 미치는 영향, 4개년도 방안

*현행 기본 과세 체계로 최저 세액을 내는 납세자에 대한 평균 세액입니다.

생활 폐기물 부담금은 연간 \$795 달러에서 \$550 달러로 인하되어 주거용 납세자 일 인당 세금 증가액이 \$245 달러만큼 일부 공제됩니다.

사업체 (전체)		현행	제안	제안	제안	제안	총/평균 증액
		2022/23	2023/24	2024/25	2025/26	2026/27	
평균 세액	연간 세액	\$4,116	\$5,683	\$6,138	\$7,212	\$8,474	\$4,358
	연간 증액		\$1,567	\$455	\$1,074	\$1,262	\$1,090
	주당 증액		\$30.05	\$8.73	\$20.60	\$24.20	\$20.90

표 4: 사업체 (전체) 납세자에 미치는 영향, 4개년도 방안

사업체 - 산업		현행	제안	제안	제안	제안	총/평균 증액
		2022/23	2023/24	2024/25	2025/26	2026/27	
평균 세액	연간	\$3,910	\$6,327	\$6,833	\$8,029	\$9,434	\$5,524
	연간 증액		\$2,417	\$506	\$1,196	\$1,405	\$1,381
	주당 증액		\$46.36	\$9.71	\$22.93	\$26.95	\$26.49

표 5: 사업체에 미치는 영향 - 산업 납세자, 4개년도 방안

최저 세율 신청

이 신청의 일부는 카운슬의 기본 과세 체계를 최저 과세 체계로 대체하여 카운슬이 더욱 공정한 과세 제도로 전환할 수 있도록 합니다.

아래 표는 제안된 향후 4년 동안 최저 세액의 증액을 보여줍니다. 이러한 전환 기간에 고정 세율 인상은 적용되지 않습니다.

연도	최저 세액
2023-2024	\$900
2024-2025	\$1,000
2025-2026	\$1,100
2026-2027	\$1,200

주거용 납세자의 약 70%는 최저 세액과 생활 폐기물 부담금만 납부하면 됩니다.

표 6: 제안된 최저 세액

SRV가 없을 경우

특별 세율 변경(SRV) 없이 현재 서비스 수준을 제공하면, 카운슬은 2027년에 예산이 고갈되어 운영 적자는 계속 늘어나고 지역의 기반 시설 자산은 악화될 것입니다. 도로와 보도, 공공건물 등을 고치고 보수할 예산이 부족해집니다. 거리 청소와 정돈을 포함하여 서비스의 수준도 저하됩니다. 카운슬은 주차와 각종 서비스 비용 및 요금 등을 포함한 다른 수입을 늘려야 합니다.

이 예산으로 하는 일

도로 및 보도 개보수



가로수 전지 작업



가로 청소 및 경관 정비



의견 개진

2023년 1월 31일까지 의견 제출

2022년 12월 ~ 2023년 1월까지 6주간의 지역사회 참여 기간을 거쳐 카운슬은 모든 의견과 정보를 수집한 후 2023년 2월 28일 카운슬 회의에서 특별 세율 변경을 신청할지 여부를 결정합니다. 신청서를 제출하고 승인이 나면 2023년 7월 1일부터 시행됩니다.

간이 안내소 (오전 10시 ~ 정오 12시)

12월 10일 토요일: 홈부쉬

(Rochester Rd 및 Burlington Rd 모퉁이)

12월 13일 화요일: 스트라스필드 플라자

(Oporto 바깥쪽)

12월 17일 토요일: Community Room, Cooke Park

1월 21일 토요일: 스트라스필드 카운슬 도서관 및 혁신 허브

정보 설명회 (오후 6시 ~ 7시, 스트라스필드 타운 홀)

12월 12일 월요일

12월 14일 수요일

12월 15일 목요일 (온라인)

웹사이트

www.haveyoursay.strathfield.nsw.gov.au/protectingourfuture 참조 또는 맨 앞면의 QR 코드 스캔

협의 일정

		신청을 제출하는 경우		신청이 승인되는 경우	
2022	12월 7일 카운슬 협의 시작	2023	1월 31일 카운슬 협의 마감	3월 3일 IPART 신청서 제출 마감일	7월 1일 이날부터 새로운 과세 제도 적용
	12월 10일 ~ 1월 21일 주요 간이 안내소 및 정보 설명회		2월 28일 카운슬 특별 회의를 통해 협의 보고서를 검토하고 IPART에 SRV 신청 여부를 최종 결정	3월 3일 ~ 6월 9일 IPART 심의 개최	6월 9일 신청에 대한 IPART 결정



@StrathfieldCouncil



@StrathfieldMC



@StrathfieldCouncil

FROM THE MAYOR'S OFFICE



65 Homebush Road, Strathfield NSW 2135

PO Box 120, Strathfield NSW 2135 | P 02 9748 9999 | F 02 9764 1034

E council@strathfield.nsw.gov.au | www.strathfield.nsw.gov.au | ABN 52 719 940 263

Monday 9 January 2023

PROTECTING OUR FUTURE

Dear Resident,

You should have received an information booklet we sent out in the mail in December regarding a plan for Council's long term financial sustainability.

You elected the new Councillors in 2021 to manage the Council responsibly and to improve the quality of our local area and services, with transparency and accountability. We have done our due diligence and reviewed our finances and assets and we have discovered a situation that is worse than anticipated.

The current Council has inherited a legacy of issues from the previous administration, who were not always transparent in sharing information. This has prevented Councillors from making decisions that were fiscally sound in the past. The reality is that Council has posted deficits for the past few years and has an asset renewal backlog of \$16.5 million. This means there are insufficient funds to maintain or renew assets such as roads, footpaths, parks and community buildings. The longer we leave this, the worse the problem will become. Leadership is about making tough decisions not popular ones and we need to act now to protect our future.

We have already made some hard decisions and implemented a number of changes to decrease spending and are looking at more efficiency measures into the future. This includes reviewing the Strathfield Connector Bus which costs over \$1.3 million or about \$83 per residential ratepayer per year; we have also decided to not proceed with the proposed leisure centre, which would have cost ratepayers a minimum of \$1.5 million in losses per year, and required Council to take on a loan of up to \$30 million. Additionally, we have significantly reduced our staffing costs and have shifted our focus on only the delivery of essential services.

We understand the current economic climate and pressures we are all facing, so we are doing everything we can to minimise any impact on our residential ratepayers including decreasing your domestic waste charge by \$245; introducing an industrial rating category which will be charged at a substantially higher rate to ease the burden on residential ratepayers; and introducing a minimum rating system to ensure we capture more rates revenue from unit developments. Because there are multiple changes that need to occur, it may all seem overwhelming. Put simply, what all these actions mean, is that for 74% of ratepayers, any increase will be no more than 19.4% or about \$1.77 per week by 2027.

I am counting on your frank and honest feedback by **31 January 2023**. Please visit our comprehensive website for more information at <https://haveyoursay.strathfield.nsw.gov.au/>.

Our aim is to provide the highest quality services for our residents to ensure our streets are clean, our roads and footpaths are in good condition, our street trees are pruned and our property values are maintained.

Our community has been through some big fights over the years and we have always come out on top. I love this area and I am confident in the strength and spirit of our community. If we work together we can do what it takes to protect our future and protect Strathfield.

Councillor Matthew Blackmore
Mayor of Strathfield

Strathfield Council

The Special Rate Variation

Background Paper

Part A Overview

The Strathfield Council ('Council') financial position is unsustainable at the current levels of expenditure and income. This has occurred for a number of reasons discussed in this background paper.

Previous Councils' have made decisions on assets, services and rating options in the best interests of their communities. However, the time when combined with other external influences and legislative restrictions has gradually led to declining financial sustainability. This is a problem which Council must now address this year.

Council's 2022-2032 Long Term Financial Plan (LTFP) forecasts consolidated operating deficits to 2033. The average operating deficit for the 10 year forecast period is estimated at \$12.4 million per annum. Ongoing core costs and externally imposed obligations on local governments are outpacing revenue growth and placing council budgets under increasing pressure. Unless current levels of income are increased, Council will be unable to resource renewal of assets and maintain current services. Strathfield Council is not alone; 74 NSW councils reported operating deficits in their General Fund in 2020/2021.

Why does Council need to be sustainable?

The Local Government Act requires councils to apply sound financial management principles and to develop Long Term Financial Plans that maintain financial sustainability into the future. The financial sustainability objectives that support service delivery are:

- Responsible and sustainable spending
- Adequate cash reserves and use of borrowings
- Responsible and sustainable infrastructure investment
- To explore options to improve financial sustainability to achieve a fully funded operating position.

These objectives are the foundation for sound financial management and are not negotiable. If a council fails to meet these principles, then the government may intervene in council operations. We only have to look at the recent government interventions of the Central Coast Council as an example, where there was a shortfall in cash for General Fund operations.

A financially sustainable council has the financial capacity to maintain assets and deliver services to its community over the long term.

Why has Council become unsustainable now?

All councils face financial sustainability challenges on a cyclic basis; this is caused by the constraints and influences on local government. Cost increases have exceeded rate increases and typically reduce spending on key services like asset maintenance and renewals to keep service going and meet new costs.

There are a number of contributors to this growing financial sustainability gap, some of which are outside of Council's control and others which Council has some influence over.

Rate capping is a contributor. The Independent Pricing and Regulatory Tribunal (IPART) has set the rate peg for NSW councils by taking the increase in the Local Government Cost Index (LGCI) and applying productivity gains or allowances for one-off events. This LGCI is like the Consumer Price Index but calculated based on the change in cost of the type of goods councils buy, like bitumen and fuel, rather than fruit and vegetables. The LGCI does not recognise some cost increases councils experience nor that some councils will experience cost increases higher than the average due to location or other events. Over time small shortfalls accumulate, and councils generally respond by spending less on asset renewals and maintenance and services until they reach a point approaching failure.

Cost Shifting. Cost shifting comes in two main forms, the transfer of responsibilities and increased compliance costs and responsibilities imposed on local government by State Government.

Over the last decade, the NSW State Government, and to a lesser extent, the Australian Government have transferred costs to local government without sufficient recompense. Major types of cost shifting include the withdrawal of financial support once a program is established, the transfer of assets without appropriate funding support, the requirement to provide concessions and rebates without compensation payments, increased regulatory and compliance arrangements and failure to provide for indexation of fees and charges for services prescribed under state legislation or regulation. Key impacts on Strathfield have included:

- ARIC - internal audit program using external/internal resources
- Emergency Service Levy increases.
- Cyber security/modernise systems/fraud prevention
- Crown Land, Plans of Management, Compliance reporting.

New assets are important for any community, especially when provided through Federal and State Government grant programs and developer contributions. Grants are often discretionary as Council is generally not compelled to apply for or accept grant funding even though it means valuable community infrastructure is funded by government. All new infrastructure generally carries hidden costs. The rate cap does not allow for the new costs associated with the operation, maintenance, renewal and depreciation of new assets, and Council has to fund these additional costs through its existing budget. Over time these costs eat into Council's sustainability as it funds more and more new asset costs from its existing budget.

Service level improvements or high service levels also contribute to the decline of financial sustainability. Over time service levels have increased, and while some service level changes have delivered net benefit, the great majority have imposed additional costs.

In the five years to 2020/21, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to -1.5% in 2020/21. On top of this steady decline, the economic climate has changed post COVID-19. The high level of inflation is impacting the cost of materials and contracts that Council purchases to deliver services. This means that Council can no longer keep expenditure contained within the levels forecast in the LTFP without significant impact on service delivery to the community.

The cost to maintain, repair, replace or improve community assets and infrastructure has dramatically risen, increasing Council's infrastructure backlog. Infrastructure backlog is the term given by council to the total amount or value of renewal works that need to be undertaken to bring council's asset up to an acceptable standard. Council's backlog has increased from \$0.6 million in 2019 to \$16 million in 2022, which is a backlog ratio of 4.2%, above the industry target of 2%. Assets will continue to deteriorate, and the backlog will increase further without additional funding.

Looking forward, the financial sustainability challenge will only increase

The tight labour market means that Council must plan for an increase in wages, particularly to attract staff in town planning, development assessment, compliance and engineering.

A high inflation environment, low rate increases, and increased costs for materials and logistics will continue to impact financial sustainability.

Council's Community Strategic Plan and Delivery Program identify several actions to deliver community aspirations that will enhance the liveability of the Strathfield LGA.

Population growth also has a significant influence on asset provision and long-term financial sustainability. Profile ID forecast average population increase of 1% annually, with the population expected to increase from 45,930 in 20/21 to 48,649 in 2026/27. Council does not have the revenue to service this population growth and the associated demands on Council assets and services.

By way of example, some initiatives are funded by state and federal government grants; however, these grants do not include the ongoing renewal, operation and maintenance costs that will need to be met by Council and are included in the long-term financial plan.

Westinvest Funded Projects - total estimated value is \$21,815,000:

- Hudson Park East Project – new stage 3 construction, new pump track, new junior mountain bike track, new car park extension, Arthur Street Traffic improvements
- Airey Park – new pathway around the oval with landscaping
- Begnell Field – new passive recreation
- Strathfield Park – new storage.

What has Council done to address financial sustainability challenges?

In 2022 Council undertook a complete review of Council's long term financial sustainability and conducted an organisation wide service review. This identified a range of productivity improvements, resource needs, cost savings and income increases to substantially improve Council's long term financial sustainability.

The organisational service review and improvement plan identified over 36 operational improvements to reduce expenses and improve efficiency, including the proposal to cease the operation of the Strathfield Connector Bus service, improve income from the driving range and property leases, use new low-cost LED lighting and the introduction of a new monitoring system to control water and energy to generate savings.

These improvements are incorporated in the Council's new Long Term Financial Plan to reduce the size of the funding shortfall, with the initial net benefit of some \$1.3m in 2023/24 increasing to an estimated \$2.5 m over the 10 year forecast period.

Council wants to improve the equity of the current rating structure. In part, this has involved a review of the domestic waste management (DWM) charges that are currently \$795 per household. The annual domestic waste charge is included with the annual rates bill. Council intends to restructure the waste charge and transfer \$4 million of the waste income into general revenue. This will not reduce waste services provided to the community. To transfer these funds, Council will need to vary rates by 20.3%; however, this will be offset for the majority of ratepayers by a reduction of \$245 from the waste charge. The proposed waste charge for 2023-2024, if approved, will be \$550.

Secondly, Council has reviewed its rating structure and is proposing to include business subcategories for industrial areas and Strathfield CBD. The purpose of the revised structure is to ensure over the longer term that, all rate categories pay a fair and equitable share of rates.

Further Council has undertaken a review of its asset management strategy through the updating of its asset data for buildings, roads, bridges, footpaths and kerb and gutter. This review and analysis demonstrated that the asset condition has worsened, and since 2019, the backlog ratio has increased from 0.25% to 4.2%. To address the increasing backlog issue Council needs to spend more on renewing its assets. Council is planning to spend around \$11.8 million per year to reduce the backlog to 3.1% and improve the safety and condition of the communities assets.

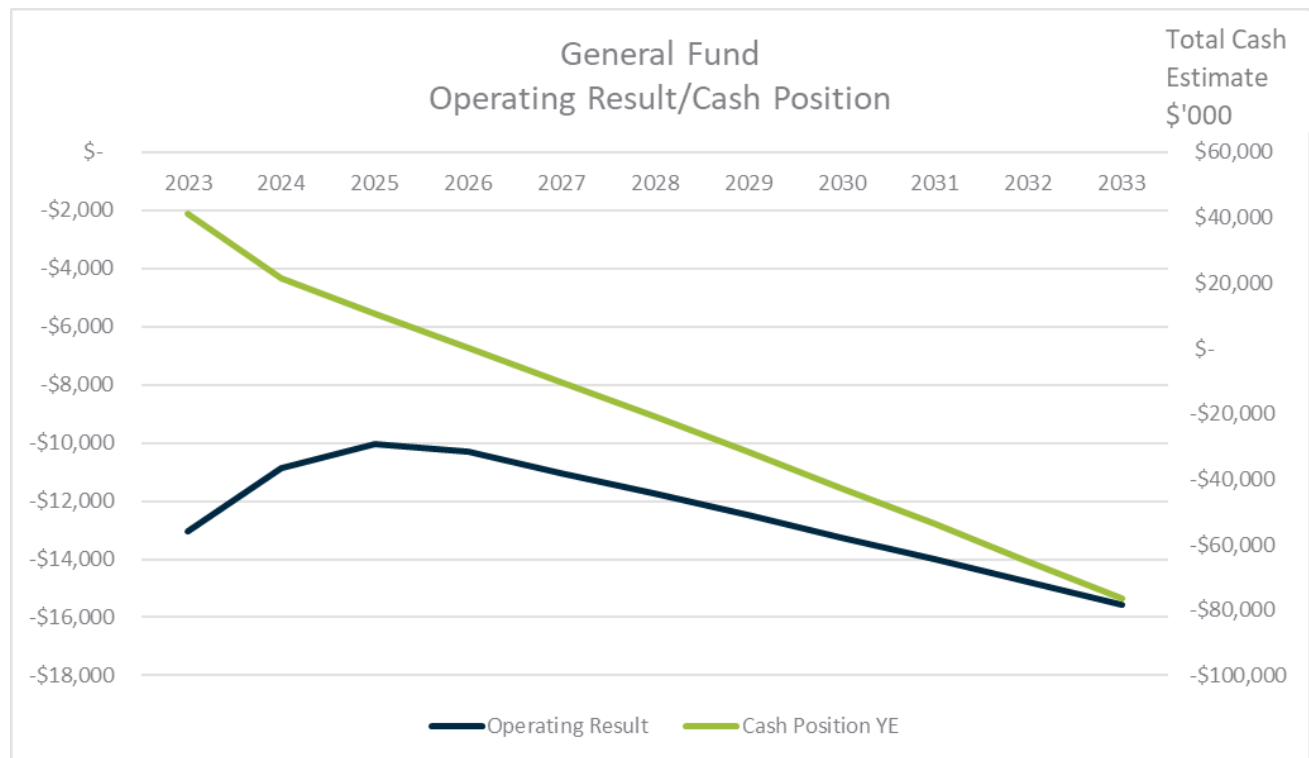
While these changes will lead to an improvement in sustainability alone, they will not be sufficient for Council to be financially sustainable.

Council's Current Financial Situation

The base case or status quo outlines what would happen if Council did nothing apart from making the savings and transfer of DWM funds noted above. Doing nothing else would mean Council would have:

- An average operating deficit for 10 year forecast period is estimated at \$12.4 million pa and shown in the graph on the following page
- Insufficient money to maintain current service levels and asset renewals
- Inadequate funding for infrastructure renewal
- Under funding for expected growth and expanded services.

The following graph illustrates the estimated operating deficit for 2032/33 is \$15.6 million, with Council running out of cash in 2027.



It is clear that this situation is not sustainable, and Council would be negligent of its statutory obligations if it were to ignore this.

Part B Proposed Special Rate Variation

Council believes that a special rate variation (SRV) is the most viable solution to the Council's financial sustainability challenges. Strathfield Council has not applied for an SRV since 1994. In the last 30 years, the population of the Strathfield LGA has increased by at least 20,000 people. Over 67% of dwellings are now home units, yet Council's rating system reflects a time when most dwellings were houses.

What is a special rate variation?

With rate capping, almost all NSW councils will be faced with having to apply for a special rate variation at some point. Councils go through cycles of SRVs, largely for the reasons set out earlier in this paper.

There are two types of SRVs:

- a temporary SRV for a fixed amount over a fixed period of time
- a permanent SRV for a fixed amount over a fixed period that remains in the rate base.

When a temporary SRV expires, rates return to the original level at the conclusion of the approval period and are usually approved to fund specific one-off projects like infrastructure renewal or reducing the infrastructure backlog. Strathfield Council's financial challenges are more general, and a temporary SRV would not solve the problem.

Permanent SRVs can be for a single year or every year for an approved period.

Council must apply to IPART for approval to increase rates through an SRV. Before doing so, Council must demonstrate that it has engaged the community about the possibility of an SRV and consider its views. IPART will also seek community feedback.

More information on SRVs can be found on IPART's website:

<https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>.

What options are Council considering?

Council has begun the process of preparing two Special Rate Variation (SRV) applications to the Independent Pricing and Regulatory Tribunal (IPART) for discussion with the community. Both applications are proposed to come into effect from 1 July 2023.

The first application seeks to increase Council's rates income with a special variation.

Council is proposing two options for an SRV, either a one-off increase or increases over four years for community consultation. The SRV will apply to all rate categories and will generate income to address funding gaps, renew assets and maintain services. The SRV would be supported by a loan program in order to raise funds to commence asset backlog work.

The second application seeks to replace Council's Base Rate structure with a Minimum Rates structure. The second application to IPART is for a minimum rate structure that will allow Council to transition to a more equitable rates structure over the medium term.

Special rate variation options

Having considered a number of options, Council's preferred option is the four-year option. Regardless of the option, the domestic waste transfer that represents a 20.3% SRV increase is included in the first year.

To achieve financial sustainability and to be able to deliver the current services and improvement to asset conditions, Council requires the proposed increases in accordance with the following table. The SRV increases are all in addition to the rate peg.

Table 1 Proposed SRV increases

	2023-24	2024-25	2025-26	2026-27	Cumulative
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste transfer	20.3%	n/a	n/a	n/a	20.3%
Option 1: Single year SRV (excluding domestic waste transfer and rate peg)	50.0%	n/a	n/a	n/a	50.0%
Option 1: Single year SRV (total including domestic waste transfer and rate peg)	74%	n/a	n/a	n/a	74.0% (88.3% if years 2-4 rate pegs are included)
Option 2: Multi-year SRV (excluding domestic waste transfer & rate peg)	10.0%	5.0%	15.0%	15.0%	52.7%
Option 2: Multi-year SRV (total including domestic waste transfer and rate peg)	34.0%	8.0%	17.5%	17.5%	99.8%

In the first year of the proposed SRV's, Council intends to allocate all the DWM transfers, 20.3% to the residential rate category, and for Council's preferred four year option, 10% to the business categories and subcategories. For years two to four, the proposed SRV will be distributed evenly across the rating categories.

Minimum Rate Special rate variation

Council's goal is to improve the equity of the rates structure, and it aims to achieve this by introducing the minimum rate structure for all rating categories. The minimum rate will be the same for all rating categories starting at \$900 and increasing to \$1,200 by 2026/2027 as shown in the table below. The rate peg increase will not be applied during this transition period.

Table 2 Proposed Minimum rates

Year	Minimum Rate
2023-2024	\$900
2024-2025	\$1000
2025-2026	\$1100
2026-2027	\$1200

What does this mean for ratepayers?

The impact on an individual's rates will be different depending on the unimproved land value of their property. From 1 July 2023, changes because of the general revaluation undertaken by the Valuer General will also come into effect.

The following table provides an indication of the annual and weekly increase likely to be experienced by the range of land value for each rating category for the Council's preferred four year option. The increases are in accordance with Table 1 above and are inclusive of the rate peg.

Table 3 Impact on ratepayers: 4 year option

RESIDENTIAL		Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Total/ Ave Increases
Average rates	Annual Rates	845	1,119	1,218	1,443	1,708	863
	Annual increase		273	99	225	266	216
	Weekly increase		5.24	1.90	4.31	5.10	4.14
	Add DWM current charge	795	550	550	550	550	(245)
	Annual Rates (with DWM)	1,640	1,669	1,768	1,993	2,258	618
	Annual increase (with DWM)		28	99	225	266	155
	Weekly increase (With DWM)		0.54	1.90	4.31	5.10	2.97
Minimum rates (70% of ratepayers)							
	Minimum rates	584 ¹	900	1000	1100	1200	616
	Annual increase		316	100	100	100	154
	Weekly increase		6.08	1.92	1.92	1.92	2.96
	Add DWM current charge	795	550	550	550	550	-245
	Minimum Rates (with DWM)	1379	1450	1550	1650	1750	371

¹ The is the average of those rates assessments on the minimum charge under the current rating structure.

RESIDENTIAL		Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Total/ Ave Increases
	Annual increase (with DWM)		71	100	100	100	93
	Weekly increase (With DWM)		1.36	1.92	1.92	1.92	1.78
BUSINESS (ALL)		Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Total/Ave Increases
Average rates	Annual Rates	4,116	5,683	6,138	7,212	8,474	4,358
Average rates	Annual increase		1,567	455	1,074	1,262	1,090
Average rates	Weekly increase		30.05	8.73	20.60	24.20	20.90
BUSINESS (INDUSTRIAL)		Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Total/Ave Increases
	Annual	3,910	6,327.08	6,833.25	8,029.07	9,434.16	5,524.44
	Annual increase		2,417.37	506.17	1,195.82	1,405.09	1,381.11
	Weekly increase		46.36	9.71	22.93	26.95	26.49

How do my rates compare to other councils?

The below table reflects the rates paid by residents of similar Councils in 2022/23 and estimated to 2026/27. When you compare rates paid by other like-size councils, Strathfield Council residential rates are currently clearly lower. However, with the move to minimums and the SRV, it aligns more with similar-sized metropolitan Councils. For the current average, business rates in Strathfield are at mid-point compared to other Councils and remain in a similar position in 026/27.

Table 4 Average residential and business rates compared to other councils

Council	Residential Average 2022/23	Residential Average 2026/27	Business Average 2022/23	Business Average 2026/27
Strathfield	845	\$1708	4116	7137
Burwood	1,465	1,649	6861	7721
Canada Bay	1000	1340	1932	2174
Canterbury-Bankstown	1255	1740	6434	8922
Cumberland	1041	1171	7776	8752
Hunters Hill	2374	2872	1351	1635
Lane Cove	1359	1529	5134	5778
Mosman	1,552	1,747	3354	3775
Woollahra	1,497	1,684	3830	4310
Inner West	1,246	1,403	6545	7365

How does this improve Council's financial sustainability?

A combination of the improvement savings, transfer of DWM income and proposed special rate variation will enable Council to deliver current services and improve assets to the community, while becoming financially sustainable over the longer term. It will also enable Council to address its ongoing core deficits in the General Fund and its cash position, ensuring Council is more resilient and responsive to shocks and unexpected events in the future.

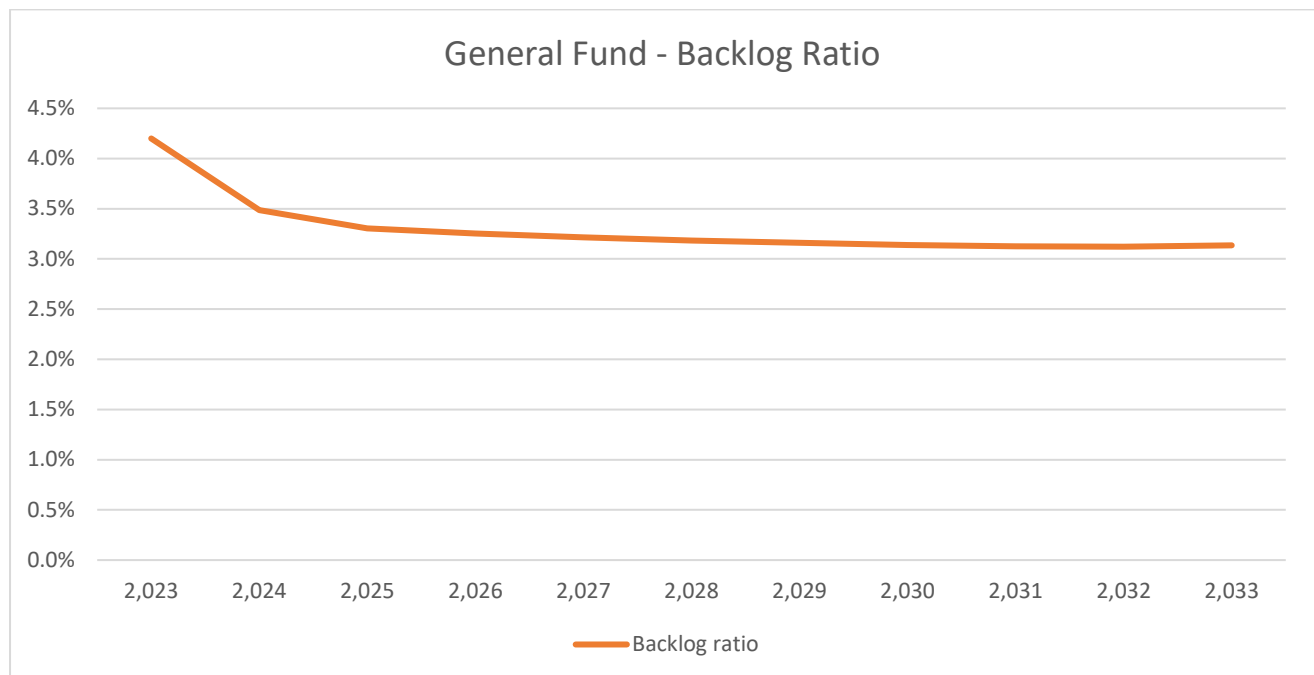
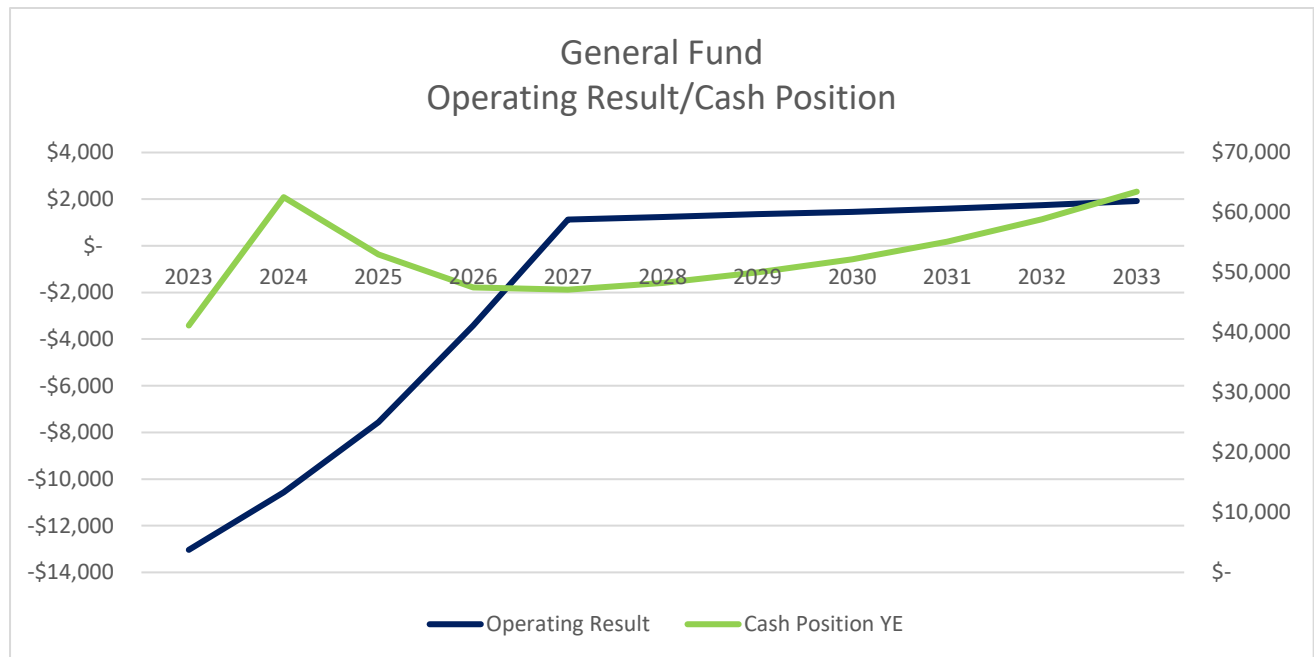
Council can deliver consolidated surpluses with the SRV and address the core deficits in the General Fund, which finances all services and infrastructure except for domestic waste operations. Without the rate increase, there will be a need to generate savings through service rationalisation to generate an operating surplus to fund an appropriate level of asset renewal expenditure.

The special rate variation will ensure Council's ongoing financial sustainability with surpluses in the General Fund.

The impact of implementing Council's preferred SRV option will enable Council to meet the following objectives:

- Maintain and improve council assets
- Achieve sufficient cash reserves
- Achieve a fully funded operating position
- Secure continued service delivery.

This is illustrated in the following graphs:



Part C - How can I have my say?

The Council must apply to IPART for approval to increase rates through an SRV. Before doing so, Council must demonstrate that it has engaged the community about the possibility of an SRV and has considered its views. This does not mean a majority for or against the proposal will determine whether an application proceeds or not, as the obligation still remains on Council to be financially responsible and sustainable. Your views, however, are an important part of the process and Council values all feedback.

The first stage of the consultation process will occur over December 2022 and January 2023 to meet the IPART timeframe. We understand that this is a busy time for many; however, this will not be your only chance to have a say. Consultation will be ongoing until June 2023. We invite you to participate in the consultative process by attending meetings or pop-up stalls, completing a survey, sending a letter or email or simply calling us.

If after considering this feedback Council elects to proceed with an SRV application, IPART will also seek community feedback in the first half of 2023.

Where can I get more information?

We want to hear your views. Council's website at www.strathfield.nsw.gov.au/projects/srv contains more information and is being regularly updated.

Or Scan the QR code

More information on SRVs can be found on IPART's website:

<https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>.

At Council information sessions between 6pm and 7pm at the Town Hall on:

- Mon 12 December 2022
- Wed 14 December 2022
- Thur 15 December 2022 (online)

Council is also running a number of pop-up stalls between 10am and 12pm where you can get more information. These stalls will be held on

- Sat 10 December 2022: Library
- Tues 13 December 2022: Strathfield Plaza (outside entry to Woolworths)
- Sat 17 December 2022: Homebush (cnr Rochester and Burlington)
- Sat 14 January 2023: Library

How do I make a submission?

Council will seek feedback from the community on the SRV and its updated Long Term Financial Plan from 9 December 2022 to 31 January 2023. The community is encouraged to provide feedback to Council in any of the following ways:

ELECTRONICALLY: Complete the survey on Council's online engagement portal at

www.strathfield.nsw.gov.au/projects/srv

BY EMAIL TO: council@strathfield.nsw.gov.au

BY LETTER: Address to the General Manager, 65 Homebush Road Strathfield NSW 2125

BY PHONE: Call Strathfield Council on 97489999

Submissions must be received by Council by 5pm on 31 January 2023.

STRATHFIELD COUNCIL

**Protecting Our Future
Proposed Special Rate Variation**

FAQs

What is a Special Rate Variation?

Councils are only permitted to increase their rates by a limit that is determined by the Independent Pricing and Regulatory Tribunal (IPART). This is called rate pegging.

A Special Rate Variation (SRV) allows Council to increase its general income above the rate peg. An application must be submitted to IPART and include evidence of the requirement of an SRV as well as extensive community feedback. An SRV can help Council continue to provide uninterrupted services and maintain facilities, which it may otherwise be unable to fund.

Strathfield Council is not alone in seeking an SRV. Several Sydney metro councils have indicated their intention to submit applications including Woollahra Council, City of Canada Bay, and Hornsby Shire Council.

What is the proposed Special Rate Variation?

Council has begun the process to prepare two Special Rate Variation (SRV) options for discussion with the community and submission to IPART. The first application relates to applying for an SRV, and the second application relates to changing to a minimum rating system. Both applications are proposed to come into effect from 1 July 2023.

For 74% of ratepayers, the increase will be no more than 19.5% after 4 years. That's an extra \$1.77 per week over 4 years.

Special Rate Variation Options

The first application seeks to increase Council's rates income with a permanent SRV.

Council is proposing two options, either a one-off increase or increases over four years. The SRV will apply to all rate categories and will generate income to address funding gaps, renew assets and maintain services. The SRV would be supported by a loan program in order to raise funds to start asset renewal projects immediately.

Council's preferred option is over four years. The additional SRV increases represents a 52.7% increase, as 20.3% represents the domestic waste income transfer and the normal rate peg increase is estimated at 12.2% over the four year period.

What about the Domestic Waste Charge transfer?

Regardless of the option, the domestic waste charge transfer that represents a 20.3% SRV increase is included in the first year.

PROTECTING OUR FUTURE



OPTION 1: Single Year SRV

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste charge transfer	20.3%	n/a	n/a	n/a	20.3%
Option 1: Single year SRV (excluding domestic waste transfer & rate peg)	50.0%	n/a	n/a	n/a	50.0%
Option 1: Total single year SRV	74%	n/a	n/a	n/a	74.0% (88.3% if years 2-4 rate pegs are included)

Table 1a: Proposed SRV Increases – Option 1

OPTION 2: 4 Year Option SRV

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste charge transfer	20.3%	n/a	n/a	n/a	20.3%
Option 2: Multi-year SRV (excluding domestic waste transfer & rate peg)	10.0%	5.0%	15.0%	15.0%	52.7%
Option 2: Total Multi-year SRV	34.0%	8.0%	17.5%	17.5%	99.8%

Table 1b: Proposed SRV Increases – Option 2

In the first year of the proposed SRV's, Council intends to allocate all the domestic waste charge transfer, 20.3%, to the residential rate category, and for Council's preferred four year option, 10% to the business categories and subcategories. For years 2 - 4 the proposed SRV will be distributed evenly across the rating categories.

Minimum Rate Application

Part of this application seeks to replace Council's base rate structure with a minimum rate structure, which will allow the Council to transition to a fairer rates system.

The table below shows the proposed increase in the minimum rate for the next 4 years. The rate peg increase will not be applied during these transition years.

Year	Minimum Rate
2023-2024	\$900
2024-2025	\$1,000
2025-2026	\$1,100
2026-2027	\$1,200

For approximately 70% of residential ratepayers, the minimum rate and domestic waste charge is all you will pay.

What is a Minimum Rate System?

Council currently uses a base rating system with an additional ad valorem charge. This means all ratepayers are charged the same base amount, plus an additional amount based on their ad valorem.

Ad valorem is a charge based on the value of unimproved land (a ratepayer's land value alone without any improvements, no house, no fences, no landscaping).

A minimum rate system is based on land value. Anyone whose land value is under a certain dollar amount threshold, pays the minimum rate. If a ratepayer's land value is over the threshold, they pay an amount based on the ad valorem.

This ensures that residents who live in units that have low land value, but use just as many Council services, are paying their fair share of rates.

What Will My New Rates Be?

For 74% of ratepayers, the increase will be no more than 19.5% after 4 years. That's an extra \$1.77 per week over 4 years.

You can work out what your proposed new rates are using the below tables, or the tables on the [Example Rates Page](#).

Should you require help, please call Council on 9748 9999.

The following table provides an indication for residential and business rating categories. The residential table shows the increase of rates for the next 4 years for the average ratepayer, as well as those paying the minimum rate (70% of ratepayers).

The domestic waste charge (DWMC) decrease is also included to show the full rate amount.

The impact on an individual's rates will differ depending on the unimproved land value (LV) of their property. It should be noted that from 1 July 2023, the general revaluation of land undertaken by the Valuer General will also come into effect.

PROTECTING OUR FUTURE



RESIDENTIAL		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Residential Rates	Annual Rates	\$845	\$1,119	\$1,218	\$1,443	\$1,708	\$863
	Annual Increase		\$273	\$99	\$225	\$266	\$216
	Weekly Increase		\$5.24	\$1.90	\$4.31	\$5.10	\$4.14
	Add DWMC Current Charge	\$795	\$550	\$550	\$550	\$550	-\$245
	Annual Rates (with DWMC)	\$1,640	\$1,669	\$1,768	\$1,993	\$2,258	\$618
	Annual Increase (with DWMC)		\$28	\$99	\$225	\$266	\$155
	Weekly Increase (with DWMC)		\$0.54	\$1.90	\$4.31	\$5.10	\$2.97
Minimum Rates (70% of Ratepayers)	Minimum Rates	\$584*	\$900	\$1,000	\$1,100	\$1,200	\$616
	Annual Increase		\$316	\$100	\$100	\$100	\$154
	Weekly Increase		\$6.08	\$1.92	\$1.92	\$1.92	\$2.96
	Add DWMC Current Charge	\$795	\$550	\$550	\$550	\$550	-\$245
	Minimum Rates (with DWMC)	\$1,379	\$1,450	\$1,550	\$1,650	\$1,750	\$371
	Annual Increase (with DWMC)		\$71	\$100	\$100	\$100	\$93
	Weekly Increase (with DWMC)		\$1.36	\$1.92	\$1.92	\$1.92	\$1.78

Table 3: Impact on Residential ratepayers, 4 year option

*This is the average rate for those ratepayers who are on a minimum using the current base rate structure.

The Domestic Waste Charge will be reduced from \$795 to \$550 annually, therefore offsetting some of the increase in rates by \$245 for every residential ratepayer.

BUSINESS (ALL)		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Rates	Annual Rates	\$4,116	\$5,683	\$6,138	\$7,212	\$8,474	\$4,358
	Annual Increase		\$1,567	\$455	\$1,074	\$1,262	\$1,090
	Weekly Increase		\$30.05	\$8.73	\$20.60	\$24.20	\$20.90

Table 4: Impact on Business (all) ratepayers, 4 year option.

BUSINESS - INDUSTRIAL		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Rates	Annual	\$3,910	\$6,327	\$6,833	\$8,029	\$9,434	\$5,524
	Annual Increase		\$2,417	\$506	\$1,196	\$1,405	\$1,381
	Weekly Increase		\$46.36	\$9.71	\$22.93	\$26.95	\$26.49

Table 5: Impact on Business - Industrial ratepayers, 4 year option.

How do Strathfield Council Rates Compare?

Council	Residential Rate Average 2022/23	Domestic Waste Charge (DWMC) 2022/23	TOTAL Residential Rate Average + DWMC 2022/23	Business Average Rates 2022/23
Strathfield	\$845	\$795	\$1,640	\$4,116
Inner West	\$1,246	\$475	\$1,721	\$5,134
Lane Cove	\$1,359	\$475	\$1,834	\$3,354
Canterbury-Bankstown	\$1,255	\$585	\$1,840	\$6,434
Burwood	\$1,465	\$434	\$1,899	\$6,861
Woollahra	\$1,497	\$590	\$2,087	\$6,545
Mosman	\$1,552	\$649	\$2,201	\$3,830
Hunters Hill	\$2,374	\$600	\$2,974	\$1,351

What is Council's preferred option?

Council's preferred option is the 4-year option, with the domestic waste charge transfer (20.3%) occurring in the 1st year.

What will happen without this SRV?

Without an SRV application, Council is expected to run out of cash in 2027, due to continued operating deficits resulting in either a reduction in services and/or the deterioration of local infrastructure assets.

There will be limited funds to fix and repair roads, footpaths and public buildings will be affected. As well as the level of community services that will need to be reduced including street sweeping, cleansing of public areas, library and customer services.

Council will need to identify other forms of revenue such as increasing parking meters throughout the LGA and increasing the cost of our services and charges.

Pensioner Rebate & Hardship

Council offers a \$250 pensioner concession on rates if you hold a pensioner concession card and your property is your sole or principal residence. Council will also continue its Financial Hardship Policy, which sets out how we can assist ratepayers who are experiencing difficulty of paying rates on time. You can find the Policy on the website.

What are Council Assets?

Assets are owned by Council and include roads, footpaths, stormwater drains, parks, playgrounds and community buildings.

Learn more about Council assets [here](#).

What is Long-Term Financial Sustainability?

Councils have an obligation to be financially sustainable under the Local Government Act, as well as practically and morally, to ensure residents receive the best possible services.

Securing long-term financial sustainability means Council:

- Has a fully funded operating position

- Maintains sufficient cash reserves
- Has responsible and sustainable infrastructure investment
- Replaces assets to keep them in a usable condition
- Has adequate resources to meet ongoing compliance obligations.

Why Has Council Become Unsustainable Now?

All councils face financial sustainability challenges on a cyclic basis. Cost increases have exceeded rate increases and typically lead to reduced spending on key services like asset maintenance and renewal. There are a number of contributors to this growing financial sustainability gap, some of which are outside of Council's control and others which Council has some influence over.

Rate capping is a contributor. The Independent Pricing and Regulatory Tribunal (IPART) has set the rate peg for NSW councils by slowing the increase in the Local Government Cost Index (LGCI). There is a lag in this index of up to 2 years which doesn't reflect the current or near future cost movements. This, over time, creates a shortfall in income with Councils generally responding by spending less on asset renewals.

Cost Shifting. Over the last decade, the NSW State Government, and to a lesser extent, the Australian Government have transferred costs to local government without sufficient recompense. Major types of cost shifting include the withdrawal of financial support once a program is established, the transfer of assets, the requirement to provide concessions and rebates, increased regulatory and compliance arrangements and failure to provide for indexation of fees and charges for services prescribed under state legislation or regulation. Key impacts on Strathfield Council have included, ARIC - internal audit program using external/internal resources; Emergency Service Levy increases; Cyber security/modernising systems/fraud prevention; and Crown Land, Plans of Management, Compliance reporting.

New assets are important for any community, especially when provided through Federal and State Government grant programs and developer contributions. However, these grants do not come with funding for the new costs associated with the operation, maintenance, renewal and depreciation of new assets. Over time these costs eat into Council's sustainability as it funds more and more new asset costs from its existing budget.

Service level improvements or high service levels also contribute to the decline of financial sustainability. In the five years to 2020/21, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to -1.5% in 2020/21. On top of this steady decline, the economic climate has changed post COVID-19, with the high level of inflation and cost of materials significantly impacting on service delivery to the community.

The cost to maintain community assets has dramatically risen, increasing Council's infrastructure backlog (the value of renewal works that need to be undertaken to bring Council's assets up to an acceptable standard). Council's backlog has increased from \$0.6m in 2019 to \$16m in 2022 which is a backlog ratio of 4.2%, above the industry target of 2%. Assets will continue to deteriorate, and the backlog will increase further without additional funding.

Learn more about Council Assets [here](#).

What is rate pegging?

In NSW all councils are bound by rate pegging, which is the maximum annual increase set by IPART. This amount ranges from 1.5% to 3.7%. The only way that Council can increase this amount is to make an application to IPART and to clearly outline all of the reasons why Council is needing to increase rates.

Why do we need an increase to our Council rates?

After reviewing our current financial situation, Council has found that it has been producing operating deficits over the past few years and has a significant funding backlog for the renewal of infrastructure assets such as roads, footpaths and buildings. The backlog has increased from \$1.2 million to a current backlog of around \$16.5 million. Additionally, Council is facing an average annual operating deficit, over the next 10 years, of \$12.4 million, in total that is a cash shortfall in excess of \$120 million.

These funding gaps have developed over many years, with previous Councils not taking the required action earlier, when it would have prevented the current problem. This is the case for many local councils. Council last considered a SRV in 2014 but decided not to take action. Had action been taken the size of funding shortfall and asset backlog would be much smaller. The most recent SRV at Strathfield Council occurred in 1994.

Council is now in a difficult and confronting position, where a number of internal and external factors such as rate capping, high inflation, continued cost shifting from the State Government and many years of cost increases, exceed the increase in revenue. If no action is taken, Council will risk running out of money by 2027.

This requires urgent and immediate action to protect the future of Strathfield. We must ensure we are financially sustainable not only now, but long into the future so the current generation and future generations will be able to enjoy the Oasis in the West that is Strathfield Council.

Is Council currently in debt?

Council currently has no loan programs and has a nil debt position. However, this is not a sustainable strategy. A properly managed loan program enables works to be done and ratepayers will contribute through repayment of loans over a longer term. It allows inter-generational funding and management of infrastructure instead of expecting the current community to pay entirely for new or renewal of infrastructure assets.

In the current proposal, Council intends to adopt a managed loan program to help fund asset renewals.

Why is Council changing its waste charges?

Council has reviewed the Domestic Waste Management Charge (DWMC). In 2022-2023 they are currently \$795 per household. The annual DWMC charge is included with the annual rates bill.

Council intends to restructure the waste charge and transfer \$4 million of the waste income into general revenue. This will not reduce waste services provided to the community.

To transfer these funds, Council will need to vary rates by 20.3%, however this will be offset for the majority of ratepayers by a reduction of \$245 from the waste charge. The proposed waste charge for 2023-2024, if approved, will be \$550.

Can't you get more funding from other levels of government to help pay for things?

Council applies for grants from the State Government and Federal Government to assist in defraying costs of building infrastructure and delivering programs. However, grants do not include the ongoing renewal, operation and maintenance costs that will need to be met by Council.

What if I can't afford to pay my increased rates?

Council offers assistance to ratepayers who are experiencing genuine difficulties in paying their rates and charges under Council's Hardship Policy. Any ratepayer who is experiencing hardship should in the first instance contact Council on 9748 9999 or email council@strathfield.nsw.gov.au to discuss the situation.

More information about Council's hardship assistance can be found on [Council's website](#).

Who is IPART and what do they do?

IPART is the Independent Pricing and Regulatory Tribunal. Their role is to help NSW residents get safe and reliable services at a fair price. Although it is a NSW government agency, it operates independently of the government as the independent pricing regulator for water, energy, public transport and local government.

For local government, IPART determines the annual rate peg, which is the maximum amount councils can increase their rates by each year, unless they submit a Special Rate Variation application. IPART also assesses and determines any Special Rate Variation and minimum rate increase applications from councils. IPART will also undertake ad hoc reviews on a variety of local government matters as requested by the Office of Local Government or other NSW government department.

For more information about [visit the IPART website](#).



Feedback Survey – Special Rate Variation

Name: _____

Email Address: _____

Suburb: _____

Are you a ratepayer to Strathfield Council? Yes / No

Do you support Strathfield Council remaining financially sustainable? Yes / No

Have you received or read information from Strathfield Council about a proposal to apply for a special rate variation to IPART for an increase in general rates above the rate cap? Yes / No

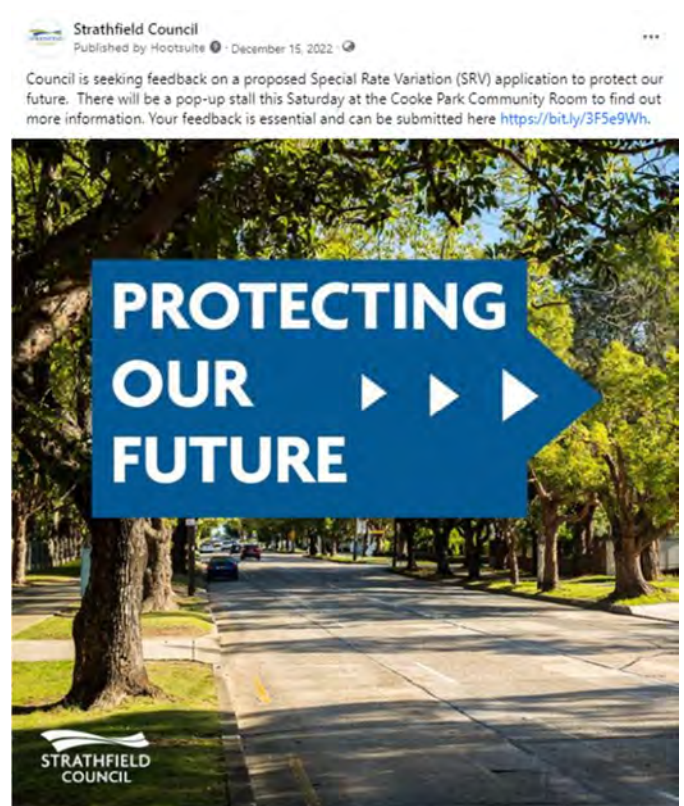
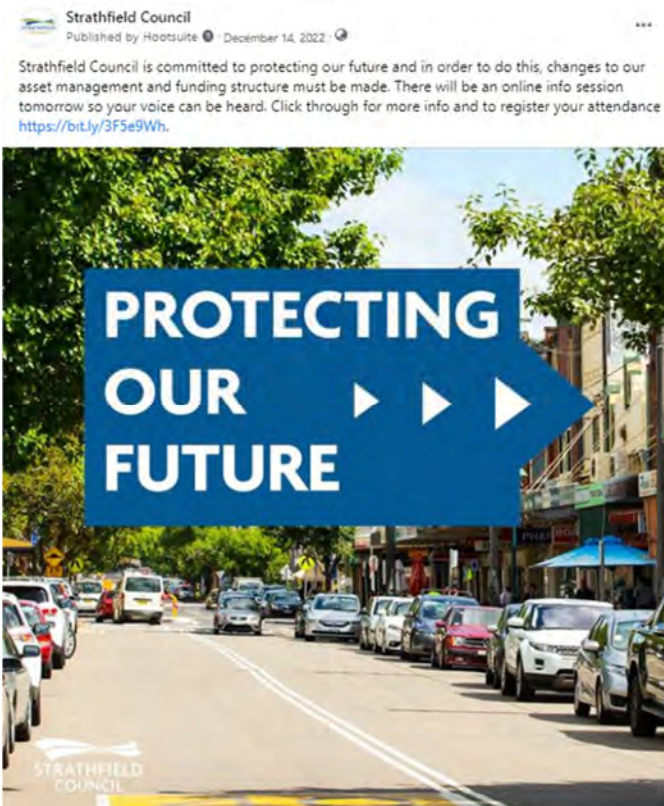
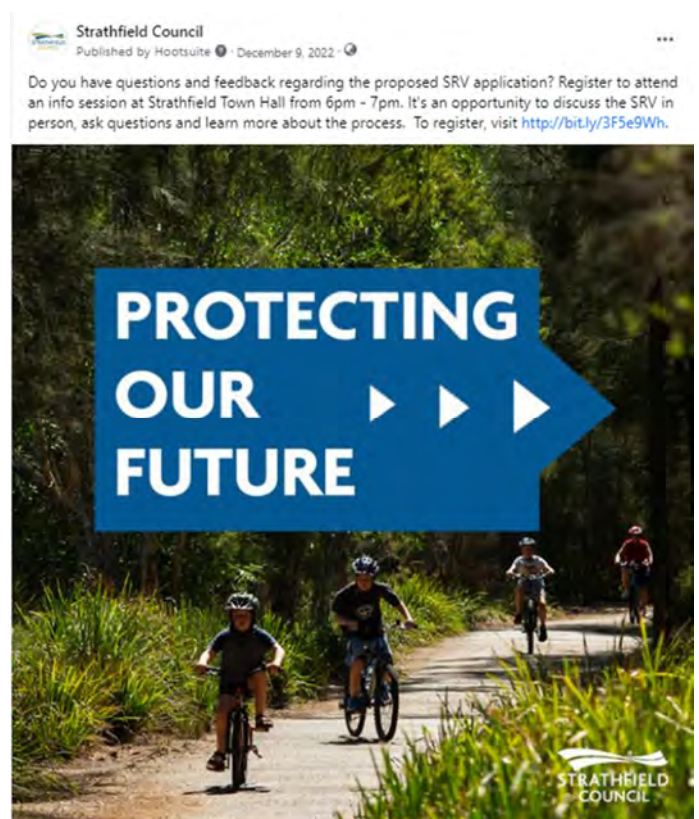
If yes, were you able to understand the information provided by Strathfield Council? Yes / No

Strathfield Council considered two special rate variation options; the full amount required applied over a single permanent increase and Council's preferred option, four smaller permanent increases over the next four years. Which option would you prefer?

- The amount to be applied over one year
- The amount to be spread over four years
- Other (Please specify): _____

Do you have any comments or suggestions on the proposal to apply for a special rate variation?

Social Media Posts - Facebook





Strathfield Council

Published by Hootsuite · December 17, 2022 ·

...

Council is proposing a number of actions to help ensure a financially sustainable future. If you have feedback regarding the proposed SRV application, there's a number of ways you can have your say. Head to our website for more information and to submit your feedback <https://bit.ly/3F5e9Wh>.



Strathfield Council

Published by Hootsuite · December 20, 2022 ·

...

Locals would have noticed our road teams out fixing potholes and resheeting roads. Above are before and after pictures of Cosgrove Rd, Strathfield South. The new road looks great, but there is much more to be done. Council is proposing a special rate variation to help fund asset renewal including roads and footpaths. Visit the website for more information. <https://bit.ly/3F5e9Wh>



Strathfield Council

Published by Hootsuite · December 23, 2022 ·

...

Council is committed to protecting our future by undertaking a review of our asset management and funding structure. Your feedback is a vital part of this process - head to our website for more information and to have your say <https://bit.ly/3F5e9Wh>



Strathfield Council

Published by Hootsuite · December 27, 2022 ·

...

Council customer service is currently closed, but you can still have your say on the special rate variation on our website. Get your feedback in by Tuesday 31 January here 🙌 <https://bit.ly/3F5e9Wh>



It's important to provide your feedback and have your say with the proposed SRV application. Complete the survey or submit a comment by 31 January 2023. Visit <https://bit.ly/3F5e9Wh> for more info.



Council is proposing several changes to ensure our long term financial sustainability into the future. One of the items is a special rate variation. Your feedback is critical, visit the website for more information and to have your say, <https://bit.ly/3F5e9Wh>



Be sure to have your say on the proposed special rate variation. There's a pop-up stall at Strathfield Library & Innovation Hub on Sat 21 Jan from 10am - 12pm. Can't make it? Head to the website for all the info and how you can share your feedback. <https://bit.ly/3F5e9Wh>



Council is proposing several changes to ensure our long-term financial sustainability into the future. One of the items is a special rate variation. It's important to provide your feedback and have your say. Complete the survey or submit a comment by 31 January 2023. <https://bit.ly/3F5e9Wh>





Strathfield Council

Published by Hootsuite · January 18 at 6:00 PM ·

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Visit the January 2023 SRV pop-up stall this Saturday, 21 January, at Strathfield Council Library & Innovation Hub. It's an opportunity to have your say on the proposed special rate variation. If you cannot make it, head to the website to share your feedback and for more info.
<https://bit.ly/3F5e9Wh>



Strathfield Council

Published by Hootsuite · January 24 at 12:00 PM ·

...

Council is proposing a number of actions to help ensure a financially sustainable future, one of them being a standard rate variation application. Your feedback is a vital part of this process - head to our website for more information and to have your say by 31 January.
<https://bit.ly/3F5e9Wh>



8 December 2022



Protecting Our Future

Council is committed to long term financial sustainability and ensuring we maintain our assets, including roads and footpaths, to the highest quality for our residents. In order to meet this goal, Council is proposing a Special Rate Variation (SRV) application.

Your feedback is vital. You can find detailed information on the website, and how to Have Your Say, including surveys, information sessions and pop-up stalls. Please send your feedback by 31 January 2023.

For more information on dates and details, please visit the website below

[Have Your Say](#)



Have Your Say: Proposed Special Rate Variation

Make sure you have your say on the proposed special rate variation. There's an [online info session](#) tonight, and a [pop up stall at Cooke Park](#) on Saturday. Can't make it? Head to the website for all the info and how you can share your feedback.

[Read More](#)



Building Long Term Financial Sustainability

Council is proposing several changes to ensure our long term financial sustainability into the future. One of the items is a special rate variation. Your feedback is critical, visit the website for more information and to have your say.

[Watch the video.](#)

[Read More](#)



Have Your Say - Proposed Standard Rate Variation

Don't forget to have your say on the proposed special rate variation and share your feedback by 31 January 2023. For more information, please visit the website below.

[Read More](#)



Have Your Say - Proposed Standard Rate Variation

Don't forget to have your say on the proposed special rate variation and share your feedback by 31 January 2023. There will be a pop-up stall at Strathfield Library and Innovation Hub this Saturday from 10am - 12pm. For more information, please visit the website below.

[Read More](#)

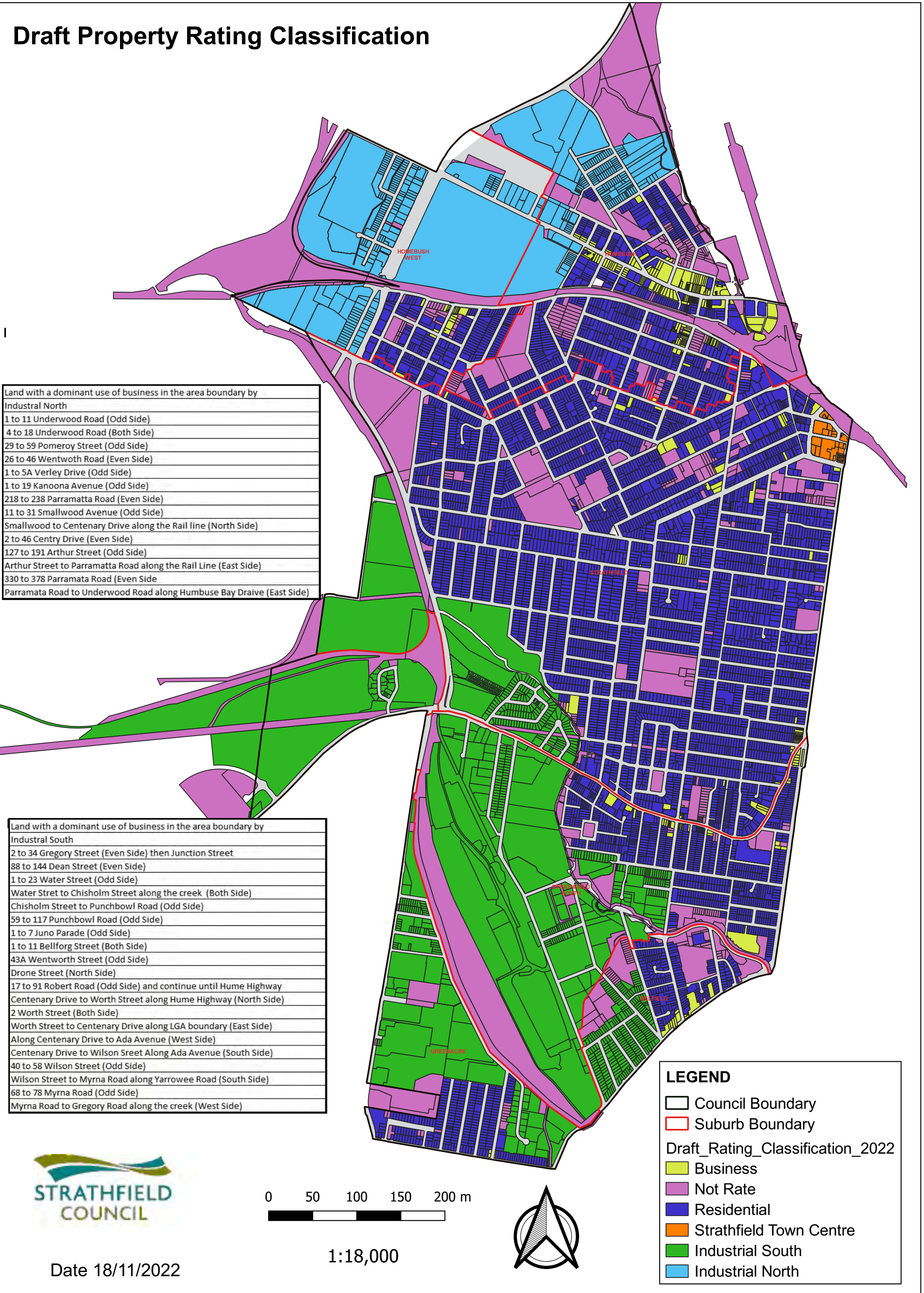


6 Days Left to Have Your Say

Be sure to share your feedback by 31 January 2023 for the proposed special rate variation. If you were unable to attend any of the sessions but would like to access the information, here is the [link to the online information session](#). To provide feedback and have your say, visit the website below.

[Read More](#)

Draft Property Rating Classification



Examples of New Rates Based on Land Value

+ Follow



Home / Special Rate Variation / Examples of New Rates Based on Land Value

The tables below show the proposed change in rates and annual charges, based on land value.

Please Note:

- Current annual charges include the domestic waste charge (\$795) and stormwater management charge (\$25). The proposed annual charges include the reduced domestic waste charge (\$550) and stormwater management charge (\$25).
- These examples do not include rebates such as pensioner or hardship.
- These figures are indicative.

For 74% of ratepayers, the increase will be no more than 19.5% after 4 years. That's an extra \$1.77 per week over 4 years.

Land value: \$0.5m

	Land Value: \$0.5m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	744.06	900.00	1,000.00	1,100.00	1,200.00	155.94	100.00	100.00	100.00	455.94	21.0%	11.1%	10.0%	9.1%	61.3%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	1,564.06	1,475.00	1,575.00	1,675.00	1,775.00	- 89.06	100.00	100.00	100.00	210.94	-5.7%	6.8%	6.3%	6.0%	13.5%

Land value: \$1m

	Land Value: \$1.0m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	1,065.12	987.42	1,022.60	1,317.30	1,677.55	- 77.70	35.18	294.70	360.25	612.43	-7.3%	3.6%	28.8%	27.3%	57.5%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	1,885.12	1,562.42	1,597.60	1,892.30	2,252.55	- 322.70	35.18	294.70	360.25	367.43	-17.1%	2.3%	18.4%	19.0%	19.5%

Land value: \$1.5m

	Land Value: \$1.5m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	1,386.18	1,481.13	1,533.90	1,975.95	2,516.32	94.95	52.77	442.05	540.37	1,130.14	6.8%	3.6%	28.8%	27.3%	81.5%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	2,206.18	2,056.13	2,108.90	2,550.95	3,091.32	- 150.05	52.77	442.05	540.37	885.14	-6.8%	2.6%	21.0%	21.2%	40.1%

Land value: \$2m

	Land Value: \$2.0m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	1,707.24	1,974.84	2,045.20	2,634.60	3,355.09	267.60	70.36	589.40	720.49	1,647.85	15.7%	3.6%	28.8%	27.3%	96.5%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	2,527.24	2,549.84	2,620.20	3,209.60	3,930.09	22.60	70.36	589.40	720.49	1,402.85	0.9%	2.8%	22.5%	22.4%	55.5%

Land value: \$3m

	Land Value: \$3.0m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	2,349.36	2,962.26	3,067.80	3,951.90	5,032.64	612.90	105.54	884.10	1,080.74	2,683.28	26.1%	3.6%	28.8%	27.3%	114.2%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	3,169.36	3,537.26	3,642.80	4,526.90	5,607.64	367.90	105.54	884.10	1,080.74	2,438.28	11.6%	3.0%	24.3%	23.9%	76.9%

Land value: \$4.05m

	Land Value: \$4.05m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	3,023.59	3,999.06	4,141.54	5,335.06	6,794.06	975.47	142.48	1,193.52	1,459.00	3,770.47	32.3%	3.6%	28.8%	27.3%	124.7%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	3,843.59	4,574.06	4,716.54	5,910.06	7,369.06	730.47	142.48	1,193.52	1,459.00	3,525.47	19.0%	3.1%	25.3%	24.7%	91.7%

Land value: \$5.01m

	Land Value: \$5.01m														
	Indicative Rates Notice Amounts					\$ Changes					% Changes				
	Current	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	TOTAL	Year 1	Year 2	Year 3	Year 4	TOTAL
	2022/23	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	Change	2023/24	2024/25	2025/26	2026/27	Change
Total Rates	3,640.02	4,946.98	5,123.23	6,599.67	8,404.51	1,306.96	176.25	1,476.44	1,804.84	4,764.49	35.9%	3.6%	28.8%	27.3%	130.9%
Total Annual Charges	820.00	575.00	575.00	575.00	575.00	- 245.00	-	-	-	- 245.00	-29.9%	0.0%	0.0%	0.0%	-29.9%
Total Rates Notice Amount	4,460.02	5,521.98	5,698.23	7,174.67	8,979.51	1,061.96	176.25	1,476.44	1,804.84	4,519.49	23.8%	3.2%	25.9%	25.2%	101.3%

Community Examples

Here are some examples that show the changes the proposed SRV will have on residents.

[+ Follow](#)

[Home](#) / [Special Rate Variation](#) / [Community Examples](#)



Zhiyan owns a unit in Hampstead Road, Homebush West. The land value of her unit is \$500,000 and she pays \$795 in waste charges. In 2022, she paid a total of \$1,564. Under this proposal, it is estimated that Zhiyan will be charged \$1,775 for rates and waste in 2026/27.

A difference of \$211.



James and Laura own a house in Broughton Road, Strathfield, where they live with their children. The land value of their house is \$1.7 million and they pay \$795 in waste charges. In 2022, they paid \$2,335 for rates and annual charges. Under this proposal, it is estimated that James and Laura will be charged \$3,427 for rates and waste in 2026/27.

A difference of \$1,092.



Park and Souyan are newlyweds and own a house in Belfield. The land value of their house is \$1.5 million and they pay \$795 in waste charges. In 2022, they paid \$2,206 for rates and annual charges. Under this proposal, it is estimated that they will be charged \$3,091 for rates and annual charges in 2026/27.

A difference of \$885.



Nellie owns a house in The Causeway, Strathfield South. The land value of her house is \$1.3 million and she pays \$795 in waste charges. In 2022, she paid \$2,078 for rates and annual charges. Because Nellie is a pensioner, she is entitled to a \$250 concession on her rates. Under this proposal, it is estimated that Nellie will be charged \$2,756 for rates and annual charges in 2026/2027.

A difference of \$428.



Jackson owns a house in Wakeford Road, Strathfield, where he lives with his son Sam. The land value of their house is \$3 million and Jackson pays \$795 in waste charges. In 2022, he paid \$3,169 for rates and annual charges. Under this proposal, it is estimated he will be charged \$5,608 for rates and annual charges in 2026/27.

A difference of \$2,439.

For 74% of ratepayers, the increase will be no more than 19.5% after 4 years. That's an extra \$1.77 per week over 4 years.

Asset Renewal and Maintenance

What is the current status of Council assets and how can fix it.

+ Follow

Home / Special Rate Variation / Asset Renewal and Maintenance

Assets are owned by Council and include roads, footpaths, stormwater drainage, parks and community buildings.

The main area of Council works affected by the funding gaps, is asset maintenance and renewal. The proposed special rates variation (SRV) will enable Council to carry out much needed works on roads, footpaths and parks.

Should the SRV be adopted, Council will:

Renew 50% of Roads



Hill Street, Strathfield South

Renew 100% of Footpaths



Myall Crescent, Strathfield

Maintain Parks and Community Buildings



Alan Davidson Oval, Airey Park; Strathfield Town Hall

Downloadable Resources



Asset Management Policy and Strategy
PDF (279.03 KB)

Current Asset Values

Asset Class	Current Replace Cost (\$'000)
Buildings	68,616
Roads	127,455
Bridges	14,181
Footpaths	45,615
Bulk Earthworks	38,640
Kerb & Gutter	49,364
Other Road Assets	18,798
Stormwater	86,729
Open Space & Recreation	55,825
TOTAL	505,223

Map of Roads in Conditions 4 and 5



Contact Us

Have questions or want to learn more about a project, contact us below:

Name Customer Service

Phone 02 9748 9999

Email council@strathfield.nsw.gov.au

Website www.strathfield.nsw.gov.au/council/contact-us/

What is the Current Condition of Council Assets?

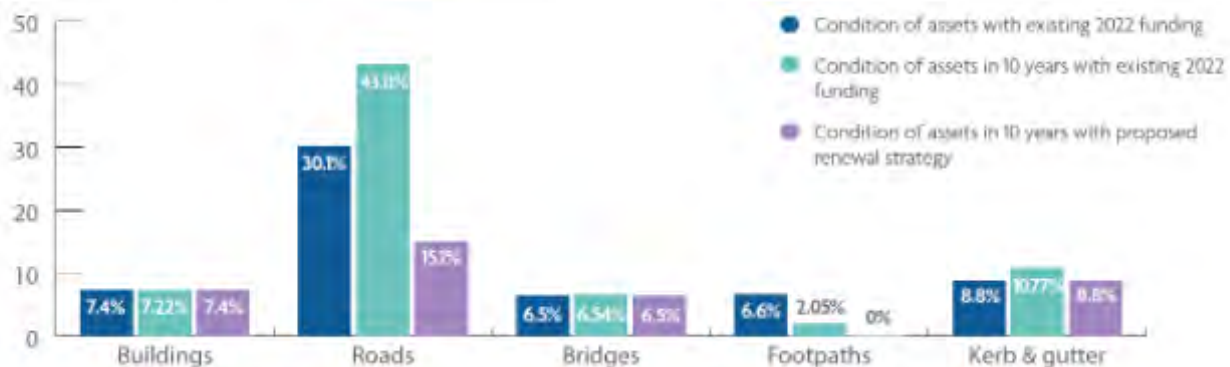
Assets are rated on a scale based on their current condition as follows:

- **Condition 1 - Very good.** Free of defects, only planned and/ or routine maintenance.
- **Condition 2 - Good.** Minor defects, increasing maintenance required plus planned maintenance.
- **Condition 3 - Fair.** Defects requiring regular and/ or significant maintenance to reinstate service.
- **Condition 4 - Poor.** Significant defects, higher order cost intervention likely. Significant renewal required.
- **Condition 5 - Very poor.** Physically unsound and/ or beyond rehabilitation, immediate action required. Asset requires replacement.



The cost to maintain community assets has dramatically risen, increasing Council's infrastructure backlog (the value of renewal works that need to be undertaken to bring Council's assets up to an acceptable standard). Council's backlog has increased from \$0.6m in 2019 to \$16m in 2022 which is a backlog ratio of 4.2%, above the industry target of 2%. Assets will continue to deteriorate, and the backlog will increase further without additional funding.

This graph shows the amount of Council assets that are in poor and very poor condition, and how Council's funding proposal will change this:



Roads:

- Currently, 30.1% of roads are in conditions 4 and 5. In 10 years with the existing level of funding, this will increase to 43.1%. However, in 10 years with the proposed renewal funding, it will decrease to 15.1%.

Footpath:

- Currently, 6.6% of footpaths are in conditions 4 and 5. In 10 years with the existing level of funding, this will decrease to 2.05%. However, in 10 years with the proposed renewal funding, it will decrease even further to 0%.

Buildings:

- Currently, 7.4% of buildings are in Condition 4 and 5. In the interests of prioritising roads and footpaths, the current condition rating will be maintained.

Parks:

- An audit on parks has not yet been finalised, however it is expected the current condition rating will be maintained.

Council's plan moving forward is to decrease the asset renewal backlog in total from 4.21% to 3.1%.

Note: the industry benchmark for asset renewal is 2%.

Asset Management Framework

Strathfield Council is enhancing our asset management governance in line with the recommendations from a recent ISO55000/55001 maturity review. It is intended that the current framework outlined in this plan will be optimised to provide greater clarity and efficiencies.

The Asset Management Steering Committee oversees Strathfield Council's asset management framework. There are a number of objectives of the Committee, such as:

- Ensuring that all asset management activities are consistent with the objectives of the Community Strategic Plan and incorporate lifecycle asset management principles
- Ensuring compliance with the requirements of the Integrated Planning and Reporting Legislation and Guidelines and other infrastructure asset reporting
- Overseeing the development of Strathfield Council's Asset Management key strategy themes and projects

The Asset System Working Group is responsible for the delivery of system improvements, training, mapping, and integration to other systems, system maintenance and deliver process improvements.

To support this framework, Strathfield Council will prepare and adopt several Asset Management documents, including:

- Asset Management Policy
- Asset Management Strategy
- Risk Management Plans for the critical assets
- Detailed Asset Management Plans for discrete asset classes

Asset Management Policy

The purpose of the Asset Management Policy is to ensure that Strathfield Council has information, knowledge and understanding about the long-term and the cumulative consequences of being the custodian of public infrastructure.

This is achieved by ensuring that the systems and processes are in place to enable people to determine the most effective and efficient options for delivering infrastructure related services while controlling exposure to risk and loss.

The Asset Management Policy also provides the framework that together with the Community Strategic Plan enables the asset management strategy and specific asset management plans to be produced.

Asset Management Strategy

This asset management strategy provides a summary of how the resources available in Strathfield Council's Resourcing Strategy will deliver the key objectives of the Community Strategic Plan Strathfield 2035 and the Delivery Program.

The Asset Management Strategy is a dynamic document that helps to guide the asset management activities and decision making of the organisation into the future. The initiatives are reviewed on a regular basis to ensure their relevance in a changing environment, and to also incorporate community feedback.

APPENDIX D

COMMUNITY

PRESENTATION SLIDES



Community Meeting

Financial Sustainability through:
Proposed Improvements and Special Rate Variation



PROTECTING OUR FUTURE





Introduction

- Welcome
- Who is Morrison Low?
 - We are a local government-focused management consultancy with expertise in helping councils address sustainability challenges.
 - Morrison Low have independently reviewed Strathfield Council's financial position and modelled options to close the financial gap to become more sustainable.

Introduction (cont.)

- Purpose for today:
 - To inform you of Council's financial sustainability challenges and solution options
 - Investment in improving asset condition
 - Operational improvements
 - Proposed Special Rate Variation (SRV)
 - To provide you with an opportunity to ask questions to understand the challenges facing Council and the reasons for these actions.
 - By the end of this meeting, you should be more informed to form and express your views on the options, including an SRV.

Today's process

- Presentation on the Council's current financial position, the proposed improvements and SRV.
- Opportunity to ask questions at the end of the presentation.
- This forum will cover:
 - Council's current financial position.
 - Operational improvements and resource needs
 - Domestic waste income transfer
 - Proposed rate structure changes
 - The proposed Special Rate Variation (SRV) and what it will be used to fund.
 - Impact on average rates
 - The SRV process and next steps.

Today's process (cont.)

- This forum is not intended to:
 - Review Council's Delivery Program or Community Strategic Plan
 - Make a decision on whether to apply for the SRV.

Council must be financially sustainable

- The Local Government Act requires councils to apply sound financial management principles
 - S8(b) of the Act - Council spending should be responsible and sustainable, aligning general revenue and expenses.
- This includes:
 - achieving a **fully funded operating position**
 - **maintaining sufficient cash reserves**
 - having an appropriately **funded capital program**
 - **maintaining its asset base** 'fit for purpose'
 - having adequate resources to meet ongoing **compliance obligations**.
- **Not negotiable** - failure to meet these obligations can lead to NSW Office of Local Government intervention.

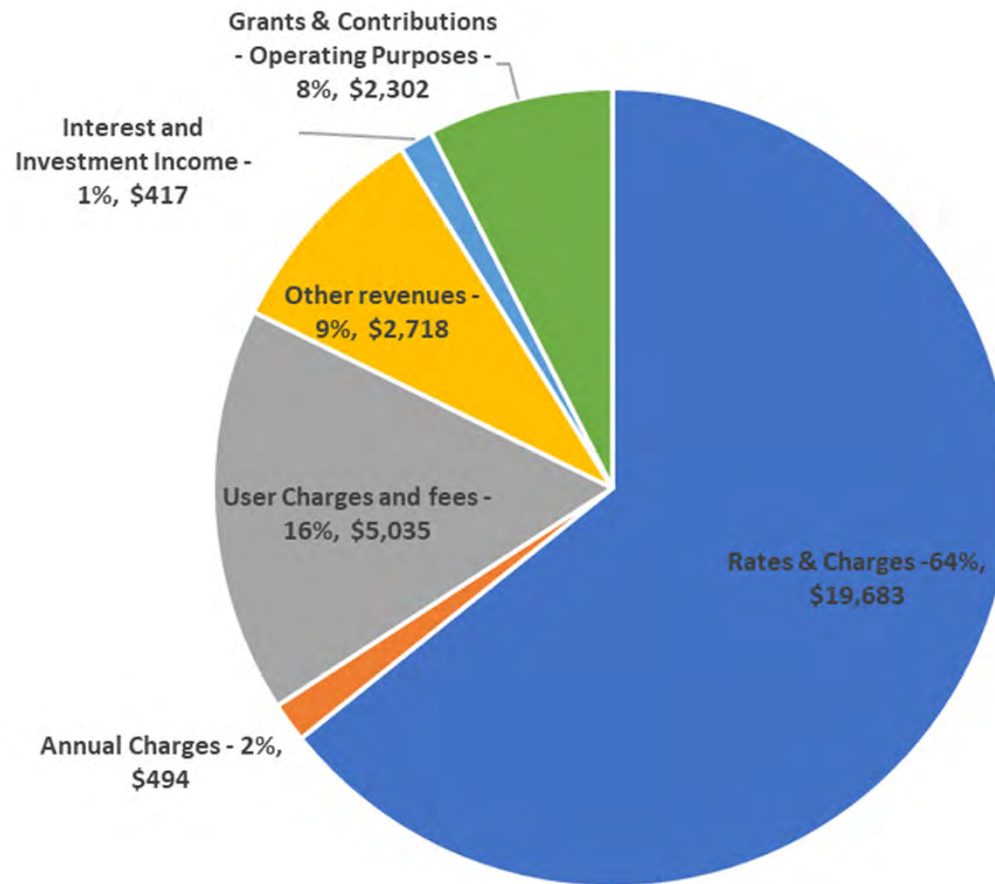


Council objectives

For Council, sustainability means having the financial and resource capacity to maintain our assets in a good condition and provide services at their current levels. Council's objectives to become sustainable are:

- To minimise the impact on ratepayers
- Create fair and equitable rating and charging structures
- Ensuring assets are fit for purpose
- Delivering core services that are consistent
- Correct past three years of operating deficits.

General Fund is a \$30m business with rates of \$19.7m

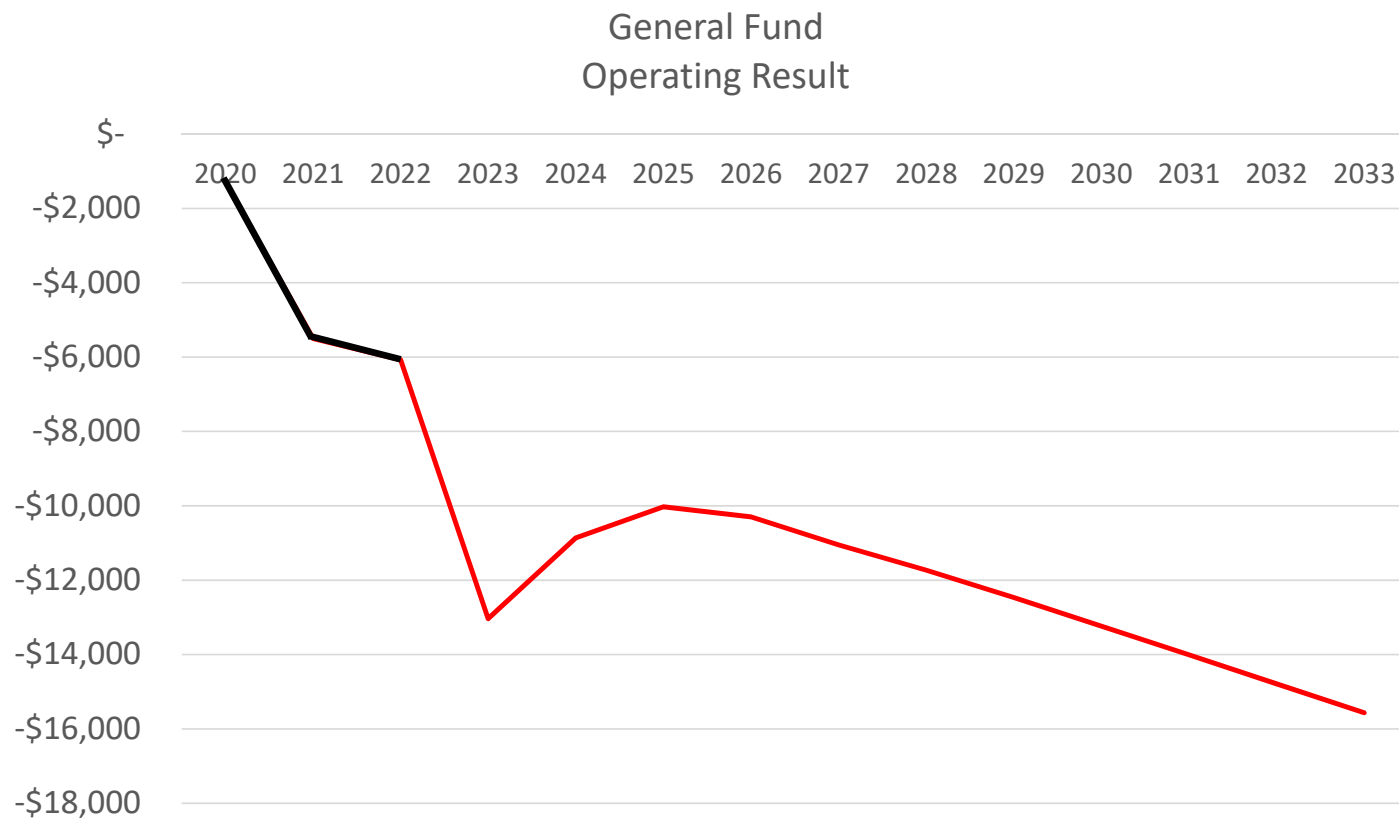


Rates Income

- Residential \$14.0m
- Business \$ 5.7m

Financial assessment

General Fund is NOT sustainable



Financial assessment

General Fund is NOT sustainable (cont.)



Why is Council not sustainable?

Costs have outpaced revenue

- **Rate peg for NSW Councils**
 - *Has not matched increase in expenses which sets Council behind.*
- **Cost shifting**
 - *Increased regulation and compliance costs and responsibilities imposed on local government by State Government*
 - *ARIC - internal audit program using external/internal resources*
 - *Emergency Service Levy increases.*
 - *Cyber security/modernise systems/fraud prevention*
 - *Crown Land, Plans of Management, Compliance reporting.*
- **Current environment**
 - *An operational and financial review has revealed*
 - *Significant funding backlog for the renewal of assets such as roads, footpaths and buildings ~ increased from \$1.2m to a current backlog of around \$16.1m*
 - *Forecast ongoing operating deficits*
 - *A high inflation environment, low rate increases, and increased costs of wages; materials, contracts and logistics will continue to impact financial sustainability.*

Why is Council not sustainable? (cont.)

- **Increased/improved service levels**
 - *Local connector bus*
 - *Synthetic fields operating costs*
- **New/ Upgrade assets – *increases operational cost (maintenance & depreciation)***
 - Park upgrades Strathfield and Bressington Parks
 - Homebush West Community Centre
 - Driving Range
 - Upgraded playgrounds
 - Hudson Park East Project

What has Council done ?

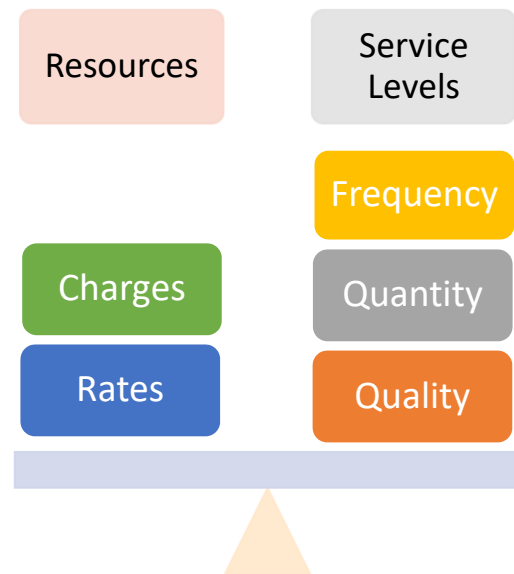
> Operational and financial review



What has Council considered?

Considered SAVINGS through core service changes

The **community** through surveys and annual IP&R consultation have been satisfied with the current core service levels



- Community Plan details a progressive and attractive community
- Against the community expectations and NO real savings without decreasing core services.

We found SAVINGS and IMPROVEMENTS

From a comprehensive organisational service review we identified some 36 operational improvements to reduce expenses and improve efficiency, including:

- ✓ The proposal to review the operation of the Strathfield Connector Bus service
- ✓ Improve income from the driving range and property leases
- ✓ Review fleet and plant hire charges
- ✓ Use new low-cost LED lighting and the introduction of a new monitoring system to control water and energy to generate savings
- ✓ Off street parking review and extension.

These improvements are incorporated in the Council's new Long Term Financial Plan to reduce the size of the funding shortfall, with the initial net benefit of some \$1.3m in 2023/24 increasing to an estimated \$2.5 m over the 10 year forecast period.

Council has decided not to progress the leisure centre project. Additional annual operating costs saved \$1.5m pa PLUS loan repayments of \$ 2.4m pa.

Domestic waste charges to be REDUCED

Reduce domestic waste management (DWM) charges from \$795 to \$550; a saving of \$245 per year.

Waste services will NOT be reduced

This means transferring \$4 million of the waste income into general rates income. As a result, Council will need to vary rates by 20.3%.

These rate increases will be offset for the majority of ratepayers by a reduction of \$245 from the waste charge.

More equitable rate structure

Improve the equity of the current rating structure

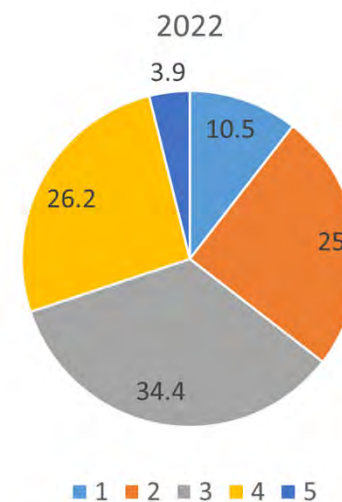
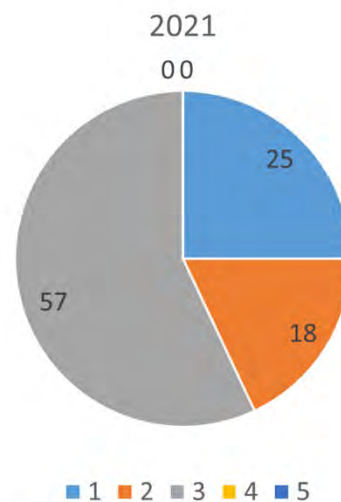
- Introduce minimum rates that better align to service levels provided and help rebalance the rate structure in terms of fairness
- Review of the domestic waste management (DWM) charge to better align services with income – Domestic Waste services will **NOT** be reduced
- Proposing to include business subcategories for industrial areas and Strathfield CBD – redistribution of cost burden.

The purpose of the revised structure is to ensure over the longer term that all rate categories pay a fair and equitable share of rates.

Asset management condition review

The review found that the asset condition has worsened, and since 2019, the backlog ratio has increased from 0.25% to 4.2%.

ROADS >



Council needs to spend \$11.8m per year to improve the asset conditions and reduce the backlog to 3.1%.



STILL

Council is underspending on
asset renewals and needs to spend
\$11.8 M per year
..... and forecasting operating deficits.

We need a further response.

What is Council proposing?

- Implement improvement SAVINGS of \$1.3m in year 1, increasing to \$2.5m year 10
- Transferring \$4m Domestic waste charges income to residential rates – Domestic waste charge decreases by \$245 per year – offset by increase in rates - By law this requires an SRV of 20.3%, occurring in 2023/24
- \$11.8m annual investment in asset renewals
- Minimum rates over four years starting at \$900 in 2023/24, increasing by \$100 pa to \$1200 in 2026/27
- Introducing two industrial and one CBD business subcategory
- Proposing an additional SRV of **52.7%** over 4 years.

What are Council's SRV options?

One Year permanent SRV Option

	2023-24	2024-25	2025-26	2026-27	Compound
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste transfer	20.3%	n/a	n/a	n/a	22.0%
Option 1: Single year SRV (excluding domestic waste transfer and rate peg)	50.0%	n/a	n/a	n/a	54.1%
Option 1: Single year SRV (total including domestic waste transfer and rate peg)	74%	n/a	n/a	n/a	88.3% (if years 2-4 rate pegs are applied)

What are Council's SRV options? (cont.)

Four Year permanent SRV Option – Council's preference

	2023-24	2024-25	2025-26	2026-27	Compound
Forecast rate peg	3.7%	3.0%	2.5%	2.5%	12.2%
Domestic waste transfer	20.3%	n/a	n/a	n/a	30.3%
Option 2: Multi-year SRV (excluding domestic waste transfer and rate peg)	10.0%	5.0%	15.0%	15.0%	52.7%
Option 2: Multi-year SRV (total including domestic waste transfer and rate peg)	34.0%	8.0%	17.5%	17.5%	99.8%

How will this impact on my rates?

RESIDENTIAL		Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Total/ Average Increase
Average Residential Rates	Annual Rates	\$845	\$1,119	\$1,218	\$1,443	\$1,708	\$863
	Annual Increase		\$273	\$99	\$225	\$266	\$216
	Weekly Increase		\$5.24	\$1.90	\$4.31	\$5.10	\$4.14
	Add DWMC Current Charge	\$795	\$550	\$550	\$550	\$550	-\$245
	Annual Rates (with DWMC)	\$1,640	\$1,669	\$1,768	\$1,993	\$2,258	\$618
	Annual Increase (with DWMC)		\$28	\$99	\$225	\$266	\$155
	Weekly Increase (with DWMC)		\$0.54	\$1.90	\$4.31	\$5.10	\$2.97
Minimum Rates (70% of Ratepayers)	Minimum Rates	\$584*	\$900	\$1,000	\$1,100	\$1,200	\$616
	Annual Increase		\$316	\$100	\$100	\$100	\$154
	Weekly Increase		\$6.08	\$1.92	\$1.92	\$1.92	\$2.96
	Add DWMC Current Charge	\$795	\$550	\$550	\$550	\$550	-\$245
	Minimum Rates (with DWMC)	\$1,379	\$1,450	\$1,550	\$1,650	\$1,750	\$371
	Annual Increase (with DWMC)		\$71	\$100	\$100	\$100	\$93
	Weekly Increase (with DWMC)		\$1.36	\$1.92	\$1.92	\$1.92	\$1.78

Table 3: Impact on Residential ratepayers, 4 year option

*This is the average rate for those ratepayers who are on a minimum using the current base rate structure.

The Domestic Waste Charge will be reduced from \$795 to \$550 annually, therefore offsetting some of the increase in rates by \$245 for every residential ratepayer.

How will this impact on my rates? (cont.)

BUSINESS (ALL)		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Rates	Annual Rates	\$4,116	\$5,683	\$6,138	\$7,212	\$8,474	\$4,358
	Annual Increase		\$1,567	\$455	\$1,074	\$1,262	\$1,090
	Weekly Increase		\$30.05	\$8.73	\$20.60	\$24.20	\$20.90

Table 4: Impact on Business (all) ratepayers, 4 year option.

BUSINESS - INDUSTRIAL		Current	Proposed	Proposed	Proposed	Proposed	Total/ Average Increase
		2022/23	2023/24	2024/25	2025/26	2026/27	
Average Rates	Annual	\$3,910	\$6,327	\$6,833	\$8,029	\$9,434	\$5,524
	Annual Increase		\$2,417	\$506	\$1,196	\$1,405	\$1,381
	Weekly Increase		\$46.36	\$9.71	\$22.93	\$26.95	\$26.49

Table 5: Impact on Business - Industrial ratepayers, 4 year option.

Special rate variation increases, and domestic waste charge decreases

SRV
increase
show here

STRATHFIELD MUNICIPAL COUNCIL
 ABN 52 719 940 263
 45 HOMBUSH ROAD, STRATHFIELD NSW 2135
 Correspondence: council@strathfield.nsw.gov.au or PO Box 120, Strathfield NSW 2135
 Customer Service Call Centre: (02) 9748 9999 8.30am to 5.00pm Monday to Friday
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POSTING DATE 18/07/2022 **DUE DATE** 31/08/2022

POST billpay Billpay Code: 4222
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For important information and payment methods, please see reverse.

RATES AND CHARGES NOTICE
 FOR THE PERIOD 1 JULY 2022 TO 30 JUNE 2023

00000-
 RATEPAYER NAME
 STREET ADDRESS
 SUBURB NSW PC##

PROPERTY LOCATION AND DESCRIPTION
 Property Address
 Lot & SP Details

PARTICULARS OF RATES AND CHARGES	CENTS BY \$	RATABLE VALUE (BASE DATE 01/07/2019)	AMOUNT
Ordinary Residential	0.00064212	106610.00	\$68.46
Residential Base Rate	423.00	1.00	\$423.00
Domestic Waste Mgmt	795.00	1.00	\$795.00
Stormwater Residential	12.50	1.00	\$12.50
Arrears			\$646.72

ARREARS ARE PAYABLE IMMEDIATELY. INTEREST IS CHARGED ON ALL OVERDUE RATES AND CHARGES AT 6% PER ANNUM, CALCULATED DAILY.

GO TO WWW.STRATHFIELD.NSW.GOV.AU TO REGISTER FOR ELECTRONIC DELIVERY OF NOTICES.

SHOULD YOU BE UNABLE TO MAKE PAYMENT BY THE DUE DATE, PLEASE CONTACT COUNCIL'S RATES SECTION ON 9748 9999 OR BY SENDING AN EMAIL TO council@strathfield.nsw.gov.au

COUNCIL HAS IMPLEMENTED A 0.7% SURCHARGE ON CREDIT CARD TRANSACTIONS.

1ST INSTALMENT	2ND INSTALMENT	3RD INSTALMENT	4TH INSTALMENT	PLEASE DEDUCT ANY PAYMENTS SINCE	TOTAL AMOUNT DUE
\$973.68 31/08/2022	\$324.00 30/11/2022	\$324.00 28/02/2023	\$324.00 31/05/2023	11/07/2022	\$ 1945.68

Credit Card Payments Telephone or Internet
 Phone 1300 704 941 or log onto www.strathfield.nsw.gov.au
 MasterCard & Visa only

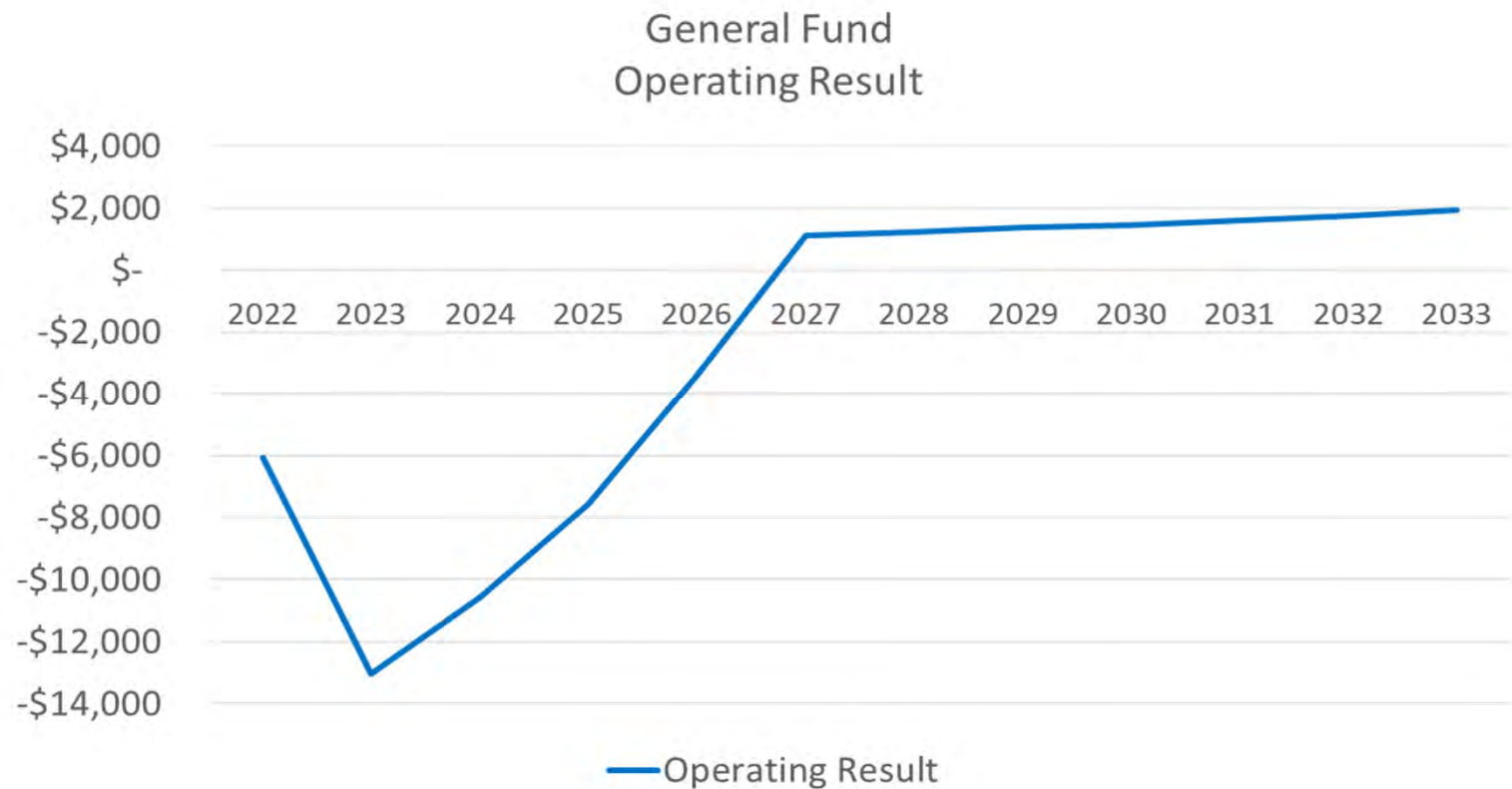
AMOUNT PAID \$
BANK STAMP / /
DATE OF PAYMENT

Domestic Waste
reduce from
\$795 to \$550:
Reduce impact
on ratepayers

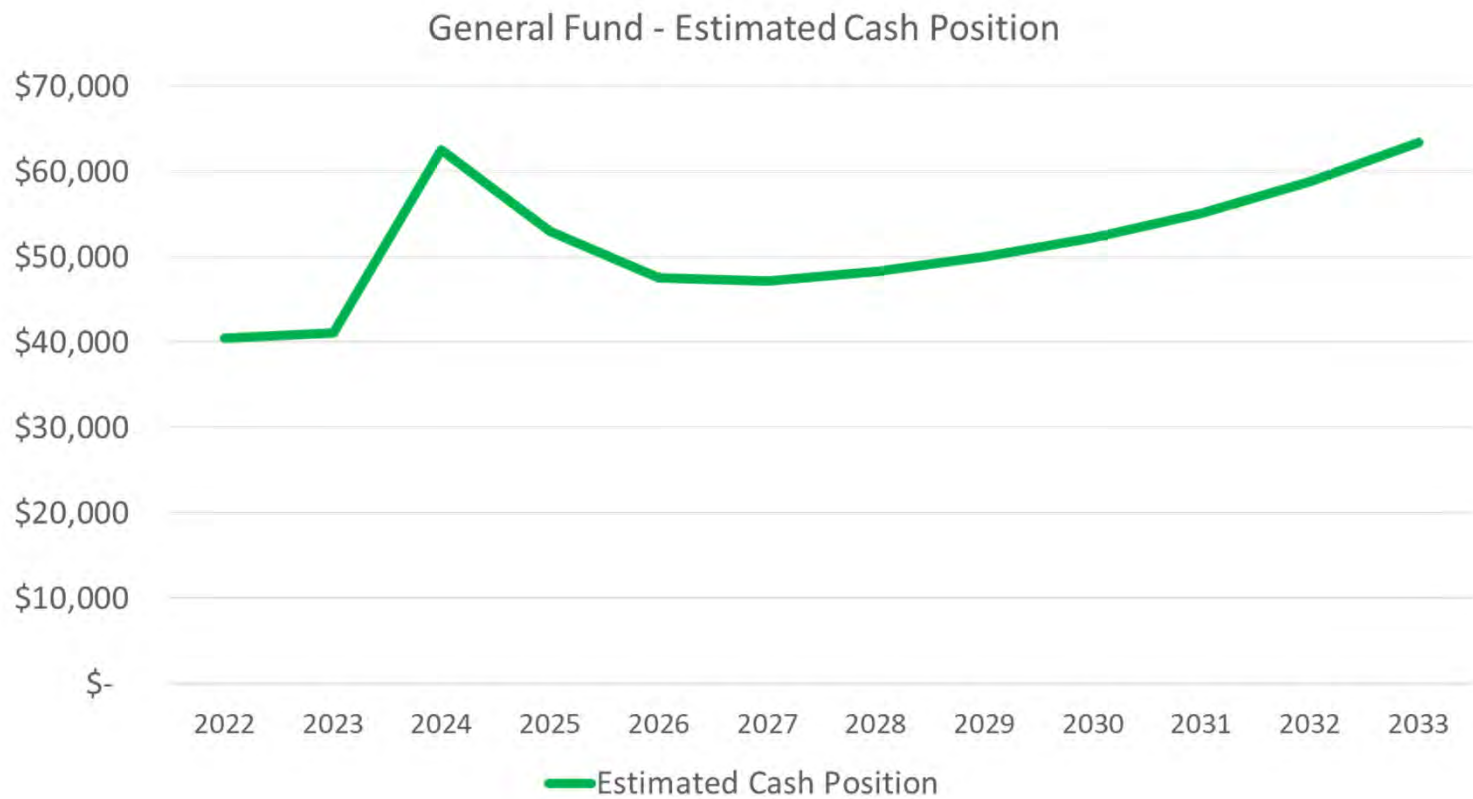
How do we compare with other Councils?

Council	Residential Rate Average 2022/23	Domestic Waste Charge (DWMC) 2022/23	TOTAL Residential Rate Average + DWMC 2022/23	Business Average Rates 2022/23
Strathfield	\$845	\$795	\$1,640	\$4,116
Inner West	\$1,246	\$475	\$1,721	\$5,134
Lane Cove	\$1,359	\$475	\$1,834	\$3,354
Canterbury-Bankstown	\$1,255	\$585	\$1,840	\$6,434
Burwood	\$1,465	\$434	\$1,899	\$6,861
Woollahra	\$1,497	\$590	\$2,087	\$6,545
Mosman	\$1,552	\$649	\$2,201	\$3,830
Hunters Hill	\$2,374	\$600	\$2,974	\$1,351

General Fund back in the black in 2027



General Fund – Cash Position



What will the money be spent on ?

Maintaining and improving community assets

- *Ensuring assets are in a satisfactory condition for community use*
- *Proposed annual asset renewal spend of \$11.8m*

Maintaining Current Core Service Levels

- *Keep Strathfield attractive and well maintained*
- *Attract and support business*

Achieve financial sustainability

- *Sound cash position*

Who will approve the proposed SRV?

IPART – *Independent* Pricing & Regulatory Tribunal – makes the final decision

Criteria

- Demonstrated need for higher increases to rates.
- Community consultation and awareness of Councils' plans.
- Processes to exhibit relevant council documents to the public.
- Reasonable impact on ratepayers.
- A history of well-documented council productivity improvements and cost containment strategies.

What are the next steps?

- **Dec/Jan** Consult ratepayers on proposed SRV
- **Feb** Council reviews feedback and decides to apply or not



If proceeding,

- **Mar** Council makes application to IPART
- **Mar/Apr** IPART considers and consults further
- **May/June** IPART advises YES / NO

How to have your say

Feedback is important to Council

Get the facts to understand

- Council's website at www.strathfield.nsw.gov.au/projects/srv contains more information and is being regularly updated.
- Information sessions – Monday 12 and Wednesday 14 at the Town Hall: 15 December Online
- Pop-up stalls between 10am and 12pm on
 - Sat 10 December 2022: Homebush (Corner Rochester and Burlington)
 - Tue 13 December 2022: Strathfield Plaza (outside entry to Oporto)
 - Sat 17 December 2022: Cooke Park Community Room
 - Sat 14 January 2023: Homebush Library

Have your say

- Council's online engagement portal at www.strathfield.nsw.gov.au/projects/srv
- Write an email or letter

THANK YOU

Questions Welcome

